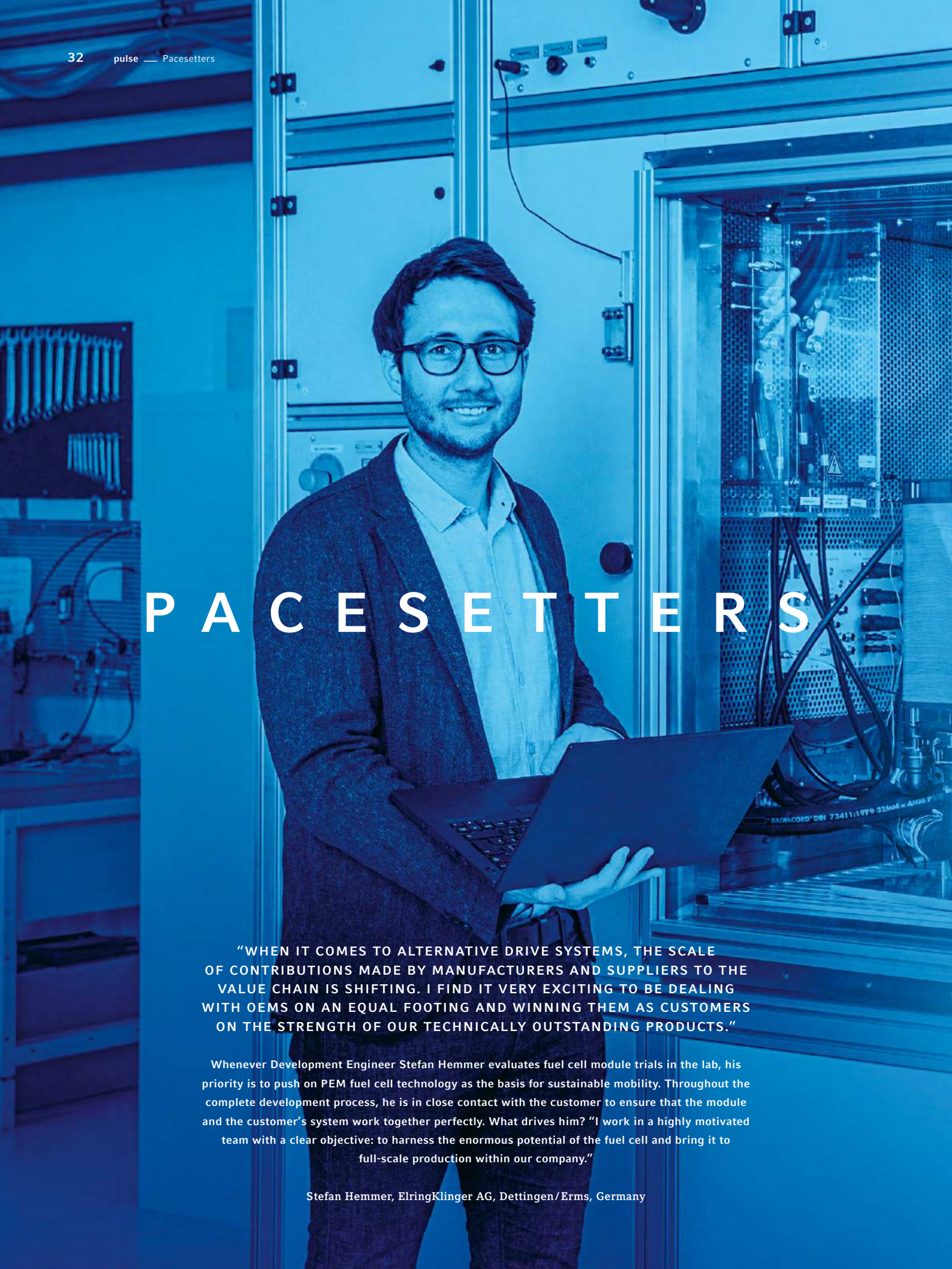
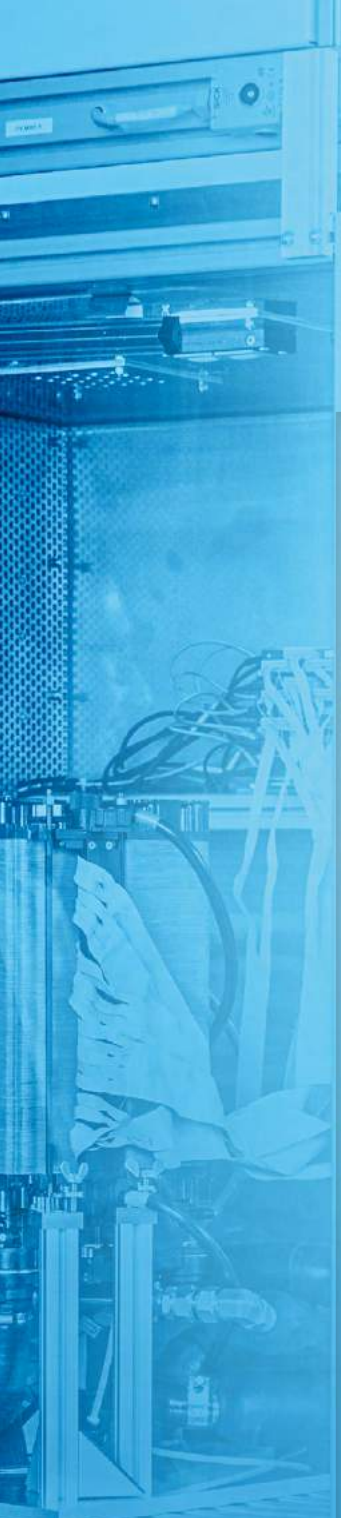


PACESETTERS

"WHEN IT COMES TO ALTERNATIVE DRIVE SYSTEMS, THE SCALE OF CONTRIBUTIONS MADE BY MANUFACTURERS AND SUPPLIERS TO THE VALUE CHAIN IS SHIFTING. I FIND IT VERY EXCITING TO BE DEALING WITH OEMS ON AN EQUAL FOOTING AND WINNING THEM AS CUSTOMERS ON THE STRENGTH OF OUR TECHNICALLY OUTSTANDING PRODUCTS."

Whenever Development Engineer Stefan Hemmer evaluates fuel cell module trials in the lab, his priority is to push on PEM fuel cell technology as the basis for sustainable mobility. Throughout the complete development process, he is in close contact with the customer to ensure that the module and the customer's system work together perfectly. What drives him? "I work in a highly motivated team with a clear objective: to harness the enormous potential of the fuel cell and bring it to full-scale production within our company."

Stefan Hemmer, ElringKlinger AG, Dettingen/Erms, Germany

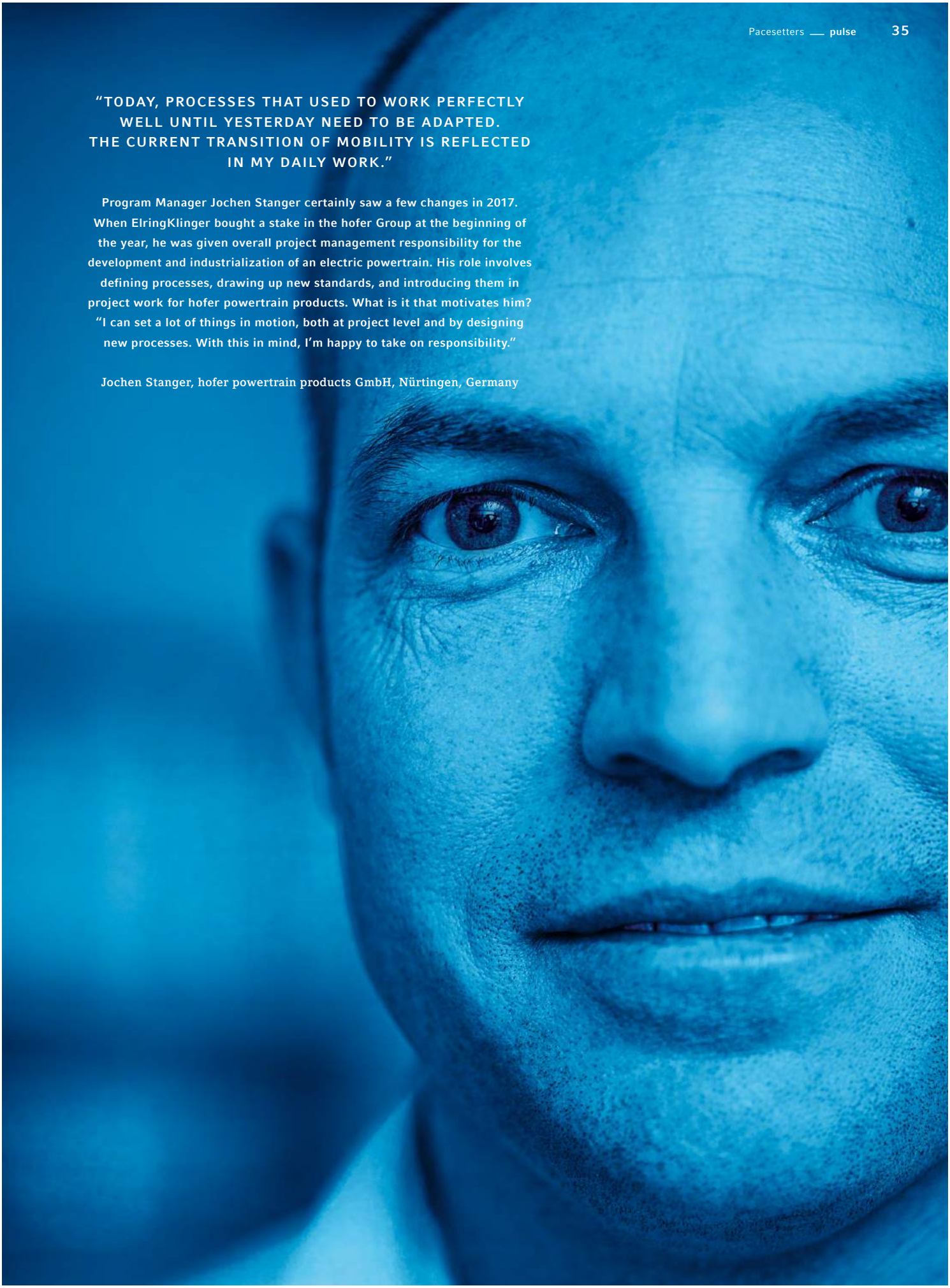


All over the world, ElringKlinger employees are instrumental in shaping future patterns of mobility. The contribution made by every single one of the nearly ten thousand people who make up the Group's workforce is important to ElringKlinger's overall success. To this end, the company needs people who ask questions, look for answers, and are prepared to embrace the future – in other words, employees with the desire to set the pace. We asked a few members of our global team to introduce themselves and explain what it is that drives them.

"CHINA IS A VERY BIG MARKET FOR THE MOBILITY INDUSTRY, AND THERE'S NO DOUBT FULL-SCALE LEGAL SUPPORT WILL BE REQUIRED. SO I AM PROUD THAT I CAN CONTRIBUTE TO OUR BUSINESS OF THE FUTURE."

For her role as Legal Counsel, Vivian Yang needs in-depth knowledge of Chinese law. Besides supporting our production centers in China, she also advises on global projects. For example, she helped to draft the framework agreement between ElringKlinger and the Chinese firm Chengfei Integration Technology relating to battery technology. So what drives Vivian? "I spend a lot of my time conducting research. Because the automotive industry is going through a period of great change. This throws up all sorts of new and interesting issues that need to be addressed from a legal perspective."

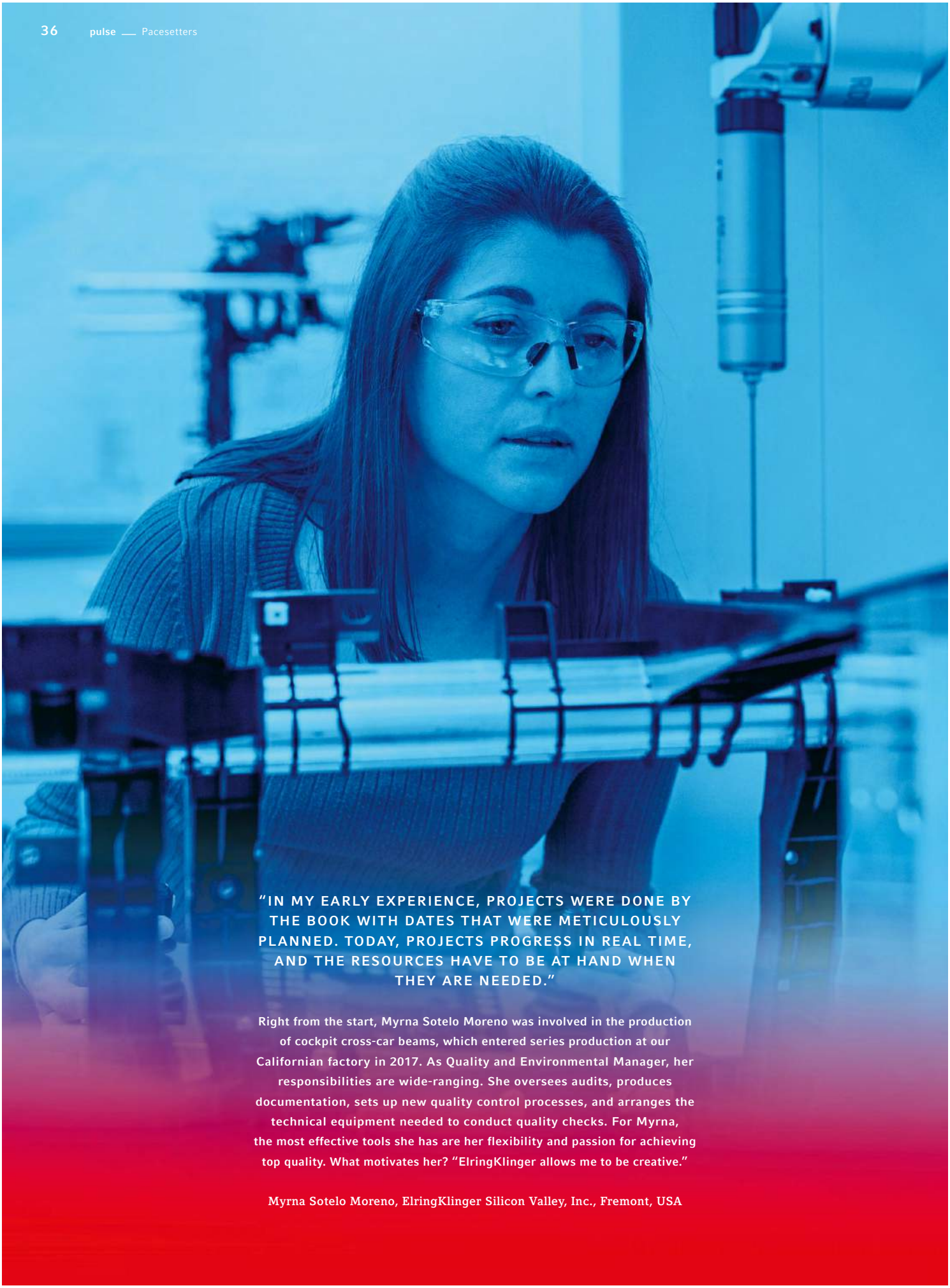
Vivian Yang, ElringKlinger China Ltd., Suzhou, China



"TODAY, PROCESSES THAT USED TO WORK PERFECTLY WELL UNTIL YESTERDAY NEED TO BE ADAPTED. THE CURRENT TRANSITION OF MOBILITY IS REFLECTED IN MY DAILY WORK."

Program Manager Jochen Stanger certainly saw a few changes in 2017. When ElringKlinger bought a stake in the hofer Group at the beginning of the year, he was given overall project management responsibility for the development and industrialization of an electric powertrain. His role involves defining processes, drawing up new standards, and introducing them in project work for hofer powertrain products. What is it that motivates him? "I can set a lot of things in motion, both at project level and by designing new processes. With this in mind, I'm happy to take on responsibility."

Jochen Stanger, hofer powertrain products GmbH, Nürtingen, Germany



"IN MY EARLY EXPERIENCE, PROJECTS WERE DONE BY THE BOOK WITH DATES THAT WERE METICULOUSLY PLANNED. TODAY, PROJECTS PROGRESS IN REAL TIME, AND THE RESOURCES HAVE TO BE AT HAND WHEN THEY ARE NEEDED."

Right from the start, Myrna Sotelo Moreno was involved in the production of cockpit cross-car beams, which entered series production at our Californian factory in 2017. As Quality and Environmental Manager, her responsibilities are wide-ranging. She oversees audits, produces documentation, sets up new quality control processes, and arranges the technical equipment needed to conduct quality checks. For Myrna, the most effective tools she has are her flexibility and passion for achieving top quality. What motivates her? "ElringKlinger allows me to be creative."

Myrna Sotelo Moreno, ElringKlinger Silicon Valley, Inc., Fremont, USA

FUEL CELL

The goal of the development project on which engineer Stefan Hemmer was working in 2017 was to increase the range of battery-powered electric buses by using fuel cell technology. Stefan and his team developed a highly integrated media module made of injection-molded plastic. The module is an important component that supplies the functional units of the fuel cell stack with hydrogen, oxygen, and coolant. It also acts as the interface to the vehicle system environment that takes up the supply of electricity. Tests will be conducted in 2018 in electric buses to assess how well the fuel cell system performs as a range extender.

BATTERY

The framework agreement that Vivian Yang helped to draft for ElringKlinger and the Chinese cell manufacturer Chengfei Integration Technology (CITC) covers the development, production, and distribution of lithium-ion battery modules. Vivian also acted as a bridge in communications between the German parent company and ElringKlinger's Chinese partner, especially when it came to merging the different requirements of German and Chinese law into a single contract.

ELECTRIC DRIVETRAIN

The sheer complexity involved in the task of combining an electric motor, power management electronics, and the transmission into an efficient drive system presented Jochen Stanger with some new challenges in 2017. As overall project manager for the development and industrialization of an electric drive system, he coordinated five teams of experts from the hofer Group's engineering pool, each of which specializes in a particular product area. At the same time, he had to liaise with the customer (a manufacturer of pure electric vehicles), make future production arrangements, and establish any relevant new standards.

LIGHTWEIGHTING

In 2017, Myrna Sotelo Moreno coordinated the installation and commissioning of a CMM system designed to check the quality of cockpit cross-car beams – hybrid body components made of aluminum and plastic – at 571 different measuring points. When these are all met, the lightweight components leave ElringKlinger's factory in Fremont (USA) for delivery to a manufacturer of next-generation vehicles.

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CUTTING-EDGE PROJECTS