

Sustainability Report

2022



Contents

3	Introduction from the Chief Executive Officer	12	Products and Innovations
4	Report Profile	20	Production and Environment
5	Company Profile	28	Supply Chain
6	Stakeholder Dialogue	31	Responsibility for Employees
7	Sustainability Strategy	39	Social Commitment
8	Six Spheres of Activity for Improved Sustainability	42	Overview of Indicators
9	Corporate Governance	43	Imprint

Ladies and Gentlemen,

Sustainable economic endeavor is a key prerequisite when it comes to acknowledging our stewardship of planet Earth as the foundation of life – in a way that is equitable for all generations. Sustainability is anything but a passing trend. Instead, it is a broad, multi-faceted, and global field of action covering a myriad of ecological, economic, and social issues. And it requires thinking not in terms of years but in terms of generations.

At the center of debate is usually the environmental dimension. The impact of climate change is being felt around the globe, as evidenced by the increasingly frequent and severe occurrence of extreme weather events, among other things. In an effort to counter this accelerated pace of change, we at ElringKlinger are doing everything we can to conduct ourselves in a manner that is conducive to reducing CO₂ emissions. At the same time, we have developed a product portfolio that helps to scale back climate-damaging emissions across the board. A prime example of these efforts is our range of components, stacks, modules, and systems for new drive technologies such as batteries and fuel cells. In addition to scaling back CO₂ emissions, our lightweight products also help to reduce tire wear. Furthermore, we provide solutions for the conventional combustion engine – tailored to the reduction of vehicle fuel consumption and therefore also CO₂ emissions. All of this underpins our belief that sustainability is not just about attitude; it is also fueled by good ideas, innovation, and progress – and this is at the heart of our daily efforts.

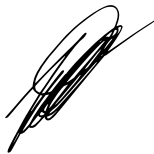
ElringKlinger takes very seriously its role as a contributor to sustainable mobility in the automotive industry. In addition

to developing innovative products, we are committed to continuously optimizing our production processes and supply chains from a sustainability perspective.

But our aim is not just to set things in motion from a technological viewpoint; we want to create positive momentum in all dimensions of sustainability. This is precisely why we are keen to involve our employees, encourage them to embrace sustainable action, promote diversity and creativity, and offer them scope for personal development. We also make a point of expressing this ethos in the public arena by supporting local organizations and initiatives and by meeting our social responsibilities. All of this, it goes without saying, is conducted on the basis of clear, transparent, and fair corporate governance. In a nutshell, we see sustainability as a factor for success.

Please take a moment to read our latest sustainability report and find out more about ElringKlinger's contribution to sustainable business practices.

Regards,



Thomas Jessulat
Spokesperson of the Management Board



» We are resolute in our commitment to sustainability and to those resources that are inexhaustible: prowess in innovation, passion, and the ability to think in terms of generations. «

Thomas Jessulat, Spokesperson of the Management Board of ElringKlinger AG

REPORT PROFILE

ElringKlinger's track record of comprehensive and transparent reporting on sustainability issues spans many years. This reflects the Group's commitment to making a strong contribution to sustainable development – and to disclosing information accordingly.

As part of its twelfth Sustainability Report, covering the 2022 financial year, ElringKlinger presents to its stakeholders the Group's performance relating to the economic, environmental, and social dimensions of corporate sustainability. This report also includes details of ElringKlinger's sustainability strategy, its sustainability targets, and its sustainability activities in 2022. It has not been subject to an external audit or review. For further background information on financial matters as well as details concerning ElringKlinger's business model, financial corporate objectives, and business performance in 2022, please refer to the Group's annual report. The Combined Non-Financial Report was integrated into the Annual Report as a separate chapter in 2022. It was audited by Ernst und Young Wirtschaftsprüfungsgesellschaft, Düsseldorf. In order to avoid duplicating information presented in the Non-Financial Report, reference is made to such disclosures in certain sections of the report.

Reporting structure, reporting period, and other observations

In this report, ElringKlinger outlines its key accomplishments in the areas of economic, environmental, and social sustainability. The company's underlying strategies and its progress achieved in the year under review are presented for the six "spheres" covering Corporate Governance, Products and Innovations, Production and Environment, Supply Chain, Employees, and Social Commitment. In addition, the Group also provides deeper insights into selected topics in the respective chapters. Unless otherwise indicated, the reporting period corresponds to the 2022 financial and calendar year (January 1 to December 31). This report is aimed at all interested stakeholders and addresses the key sustainability activities of the ElringKlinger Group as a whole. Equity investments and entities outside the scope of consolidation are not included in this report. All forward-looking statements in this report are based on the assumptions valid as of the editorial deadline; actual results and developments may differ.

This sustainability report serves as a progress report for the Climate Protection Agreement voluntarily concluded with the federal state of Baden-Württemberg.

The figures in this report are rounded where appropriate.

The Sustainability Report is available in German and English. ElringKlinger has included supplementary topics in its online presentation.

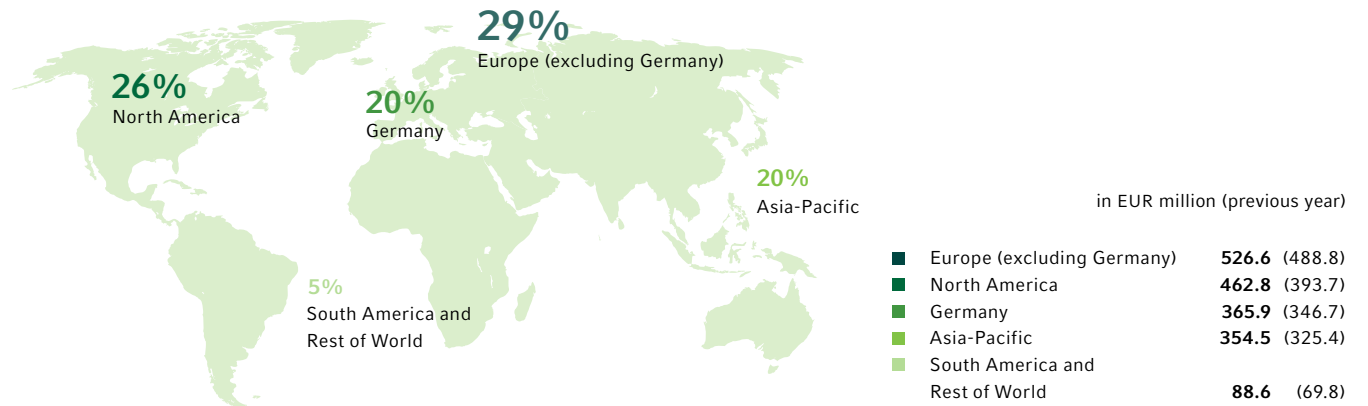
COMPANY PROFILE

Sustainability has a long tradition at ElringKlinger. In fact, the foundations were laid by the company's originator Paul Lechler in the form of his guiding principle: "Let us never tire of doing good [...]." Over the past 140 years, the Group has evolved into a global corporation currently employing around 9,500 people.

Operating within international structures, ElringKlinger is an independent development partner and large-scale manufacturer serving the automotive industry, with a clear focus on products tailored to environmentally-friendly mobility. The Group is headquartered in Dettingen/Erms, Germany. From there, it operates around the globe at a total of 45 production and sales locations, employing around 9,500 people in 20 countries. Many production plants are located in close proximity to customers and/or suppliers in order to keep transport routes as short as possible. In the majority of cases, ElringKlinger is a Tier 1 supplier within the automotive industry value chain. This means that it maintains a direct line of contact with vehicle and engine manufacturers.

The Group's core competence lies in R&D and industrial-scale manufacturing centered around large-volume series production contracts for passenger cars and commercial vehicles. As regards battery and fuel cell technology, the Group was quick off the mark to position itself as a specialist in the field of electromobility. The Group's range of activities also includes the production of electric drive units and their components. Lightweighting is responsible for making mobility more sus-

GROUP REVENUE BY REGION 2022



tainable, irrespective of the drive technology. In vehicles that run on fossil fuels this helps to reduce fuel consumption and CO₂ emissions, while the reduced weight of electric vehicles has a positive impact on their range. At the same time, lower vehicle weight translates into extended ranges for electric vehicles. In addition, the Group applies its research and development expertise in the field of dynamic precision parts, high-end sealing technology, and shielding solutions – also for electric vehicles.

The Group's operating business is divided into four segments: Original Equipment, Aftermarket, Engineered Plastics, and Other. The Original Equipment segment, in turn, comprises several business units. Further details on the Group structure can be found in the 2022 Annual Report on p. 62ff.

STAKEHOLDER DIALOGUE



Primary stakeholders



→ Secondary stakeholders

As part of its business activities, ElringKlinger maintains a close dialogue with multiple stakeholders in the public arena. Among the stakeholders of strategic significance to ElringKlinger are those groups that are particularly important for the success of the company. They include Group employees, customers, business partners, and suppliers as well as shareholders and potential investors. In addition, this group encompasses representatives of governments and authorities, the general public and the media, NGOs, and associations as well as academia and the scientific community.

Using a wide range of communication tools, ElringKlinger converses with many stakeholders on a regular basis. The Group's employees are informed via internal communication channels such as the intranet, company meetings, and notices.

ElringKlinger communicates with customers primarily in person, at trade shows, and via the company website. Suppliers are involved through direct dialogue and negotiations, self-disclosure, and audits. Academia is represented in the form of specific partnerships established with universities, complemented by collaborative efforts on a project basis. Building on its active press relations, the Group regularly provides stakeholders with the latest corporate news in digital form. Furthermore, shareholders and investors are given the opportunity to attend ElringKlinger's annual general meeting as well as various capital market events and company visits. The Group also uses multiple social media channels to address different stakeholder groups.

In an effort to further refine its sustainability strategy, the Group actively surveyed a large number of its stakeholders in 2022 for the purpose of gauging their opinions on various sustainability issues, thus integrating them into the strategy process. In this context, ElringKlinger used an Internet-based survey. On the basis of the extensive feedback received, a materiality analysis was conducted as part of the strategy process, which also included drawing up the spheres of activity, i.e., fields of action.

This demonstrates the Group's commitment to engaging with its stakeholders and maintaining an open dialogue in support of a constructive exchange of ideas. This provides the Group with important impetus in support of its positive advancement.

SUSTAINABILITY STRATEGY

The automotive industry is undergoing the most significant transformation in its history. Many car makers are pressing ahead with efforts to reduce their environmental footprint. As an automotive supplier, ElringKlinger is following the same path. Thus, it is committed to supporting its customers in the transformation process so that the need for personal mobility can be reconciled with concern for the environment. In doing so, the Group is keen to pursue the vision of greater sustainability not only with regard to its products but also when it comes to its entire sphere of influence. This means that the Group is able to reduce the ecological impacts within its own area of activity, while consistently stepping up its duty-of-care efforts – also along the supply chain.

Materiality analysis

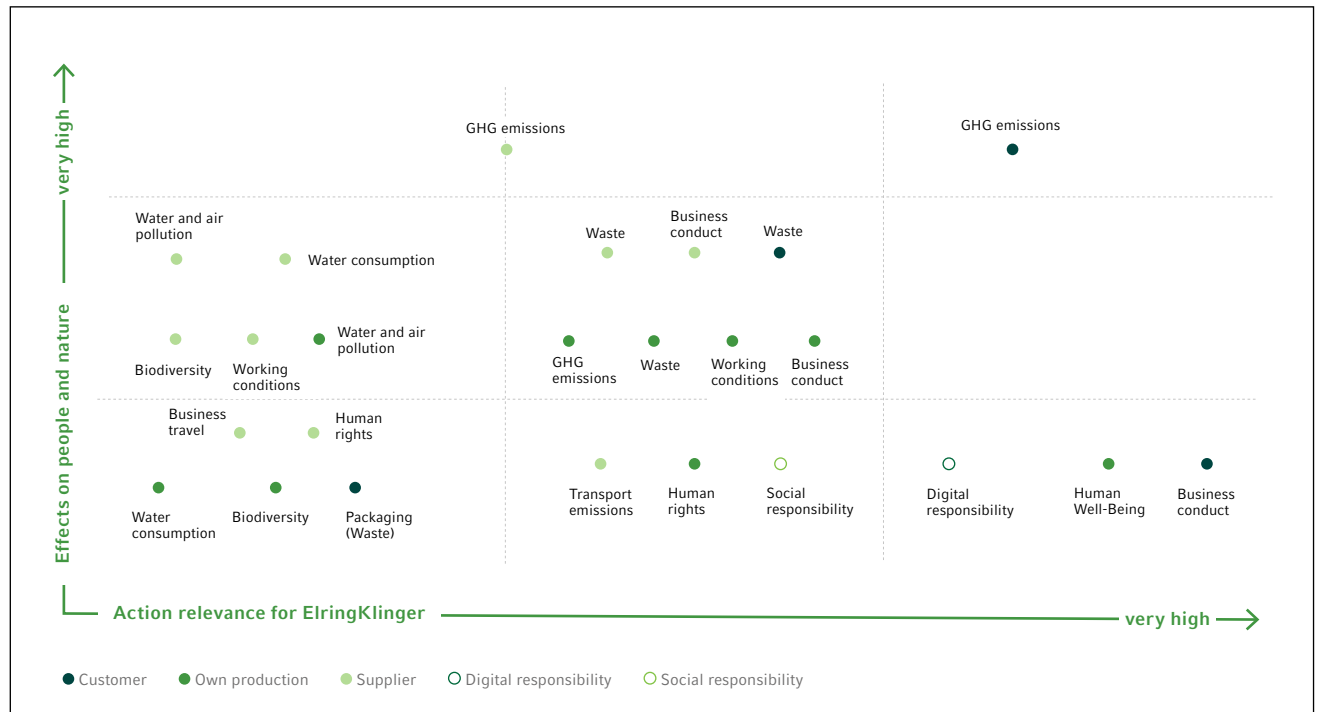
In 2022, ElringKlinger reviewed its approach to sustainability on the basis of a Group-wide materiality analysis. In this context, the first step was to identify stakeholder requirements alongside current and future trends as aspects of potential relevance. As part of a second step, ElringKlinger conducted a global stakeholder survey, analyzed purchasing and corporate data, and brought together experts from all relevant areas of the company to evaluate the results in respect of specific enterprise value. The matrix of ambition levels derived from this process was used to categorize the sustainability topics according to their sustainability relevance and projected enterprise value. The results of this materiality analysis formed the basis for the 2022 review of the existing sustainability approach.

Ultimately, twelve key topics emerged for ElringKlinger to pursue with medium to high strategic relevance. These include,

in particular, the topics of GHG emissions, waste, business practices, digitalization, employee satisfaction, and working conditions not only in the supply chain and at the company’s sites but also in respect of the stages of product use. Thirteen other topics were ranked as being of low strategic relevance. These, too, must be taken into account and pursued in the context of statutory requirements and social conventions.

Henceforth, ElringKlinger will structure its 25 sustainability topics into six closely interrelated spheres of activity along the value chain. They form the fundamental structure of the Group’s sustainability strategy. The latter records specific goals and measures, in addition to defining responsibilities. This sustainability report is structured according to these spheres of activity, each of which is described in a separate chapter.

MATERIALITY ANALYSIS



SIX SPHERES OF ACTIVITY FOR IMPROVED SUSTAINABILITY



ElringKlinger has divided the issue of sustainability into six spheres of activity, i.e., fields of action: Corporate Governance, Products and Innovations, Production and Environment, Supply Chain, Employees, and Social Commitment. ElringKlinger uses this approach to hone its commitment to sustainability through focused actions.



6

spheres of
activity



Corporate Governance

ElringKlinger stands for responsible corporate governance geared toward the long-term creation of value. Efficient collaboration between the Management Board and the Supervisory Board, respect for shareholders' interests, and openness and transparency in corporate communication are essential aspects of our corporate governance.



CORPORATE RESPONSIBILITY

ElringKlinger is committed to consistently enhancing its standing as a reputable employer, issuing entity, and stakeholder in the public arena. This is founded on good corporate governance and sound compliance structures.

Corporate structure

All ElringKlinger companies are united under the umbrella of ElringKlinger AG. ElringKlinger AG itself is a stock corporation organized under German law. The most important permanent bodies are the two-member Management Board and twelve-member Supervisory Board. The duties of ElringKlinger's Supervisory Board are defined by law. In accordance with the German Codetermination Act (Mitbestimmungsgesetz – MitbestG), it consists of six shareholder representatives and six employee representatives. Working directly below the Management Board are the Vice Presidents responsible for managing the business units and corporate units. ElringKlinger AG is guided in its actions by recognized standards of good, responsible corporate governance. In addition to statutory regulations, the German Corporate Governance Code (GCGC), which contains rules and recommendations for the responsible management and supervision of listed companies, serves as a benchmark.

Management Board

Dr. Stefan Wolf held the office of Chairman of the Management Board, i.e., Chief Executive Officer (CEO), over the course of the 2022 financial year. He left the Management Board of ElringKlinger AG on June 30, 2023. On an interim basis, Thomas Jessulat has assumed the CEO's duties in addition to those performed by him in his capacity as Chief Financial Officer (CFO), a position he was appointed to effective from January 1, 2016. He has been appointed until December 31, 2028. Mr. Reiner Drews has performed the duties of Chief Operating Officer (COO) since April 1, 2018. His Management Board contract ends on March 31, 2026.

Supervisory Board

Since May 16, 2017, the Supervisory Board, which is made up of six shareholder and six employee representatives, has been chaired by Klaus Eberhardt; Markus Siegers has been Deputy Chairman since May 16, 2010. Two-thirds of the shareholder representatives are to be considered independent within the meaning of the GCGC. Half are independent of the controlling anchor investor. The proportion of women on the Supervisory Board is 33%, which is above the legal minimum of 30%.

The Supervisory Board has formed a total of four committees.

- **Audit Committee**
(three members, 66% of whom are independent)
- **Personnel Committee**
(three members, 66% of whom are independent)
- **Mediation Committee**
(four members, 50% of whom are independent)
- **Nomination Committee**
(two members, 50% of whom are independent)

In 2022, the Supervisory Board drew up a profile of skills and expertise, including a qualification matrix. The rationale behind this is to ensure that the Management Board is effectively advised and monitored with regard to the overall business activities of ElringKlinger AG. The essential components of the matrix include, for example, knowledge relating to the management of international companies, industry experience, expertise in the field of development and sales, as well as knowledge of accounting.

Compliance management

Overall responsibility for Group-wide compliance management lies with the Management Board of ElringKlinger AG. In organizational terms, Compliance is within the remit of the Legal corporate unit, for which the Chief Executive Officer (CEO) is accountable. The Chief Compliance Officer manages the department together with a compliance team, which is tasked with continually refining the compliance management system, advising on compliance issues, assisting with efforts to clarify compliance cases, and conducting training sessions on a regular basis. Regional Compliance Officers ensure that activities at the subsidiaries are compliant with laws and regulations. They have a functional reporting line to the Chief Compliance Officer. Actual or suspected violations of laws and directives can be reported around the clock via the digital **"SHARE WITH US"** whistleblower system. In addition, instances of non-compliance can be communicated via the respective managers or directly to the compliance organization. The whistleblower's confidentiality always has top priority.

ElringKlinger takes a firm stand against corruption and bribery. Corresponding codes and directives serve as a guideline for actions within the company and toward business partners. ElringKlinger's employees are trained accordingly. With a view to mitigating the risk of corruption, ElringKlinger applies the principle of separation of duties and relies on approval procedures and the two-person principle.

ElringKlinger and its employees are involved in various associations and initiatives (excerpt):

- **Südwestmetall – Employers' Association of the Metal and Electrical Engineering Industry (Baden-Württemberg, Germany)**
- **VDA – Association of the Automotive Industry (Berlin, Germany)**
- **Stifterverband der Deutschen Wissenschaft (Essen, Germany)**
- **eFuel Alliance (Hamburg, Germany)**
- **HydrogenCouncil (Brussels, Belgium)**

Management Board compensation relating to sustainability

Sustainability is reflected in the 2022 Management Board compensation system. In the context of short-term variable compensation, the Supervisory Board included an additional modifier to complement the financial targets EBIT and cash flow. Overall target attainment at the end of the financial year is calculated from the sum of target attainment of EBIT and operating FCF, multiplied by the modifier. For the 2022 financial year, the improvement of energy efficiency (> 2.5%) was included as a target – and achieved – alongside two other criteria. It puts CO₂ emissions in relation to revenue.

Products and Innovations

The power of innovation is what sets ElringKlinger apart; it forms an integral part of the company's philosophy. The Group is committed to a research effort that is aimed at finding the best solutions – for the benefit of its customers and the environment. The pursuit of the "next generation" is both a driving force and a compelling conviction.



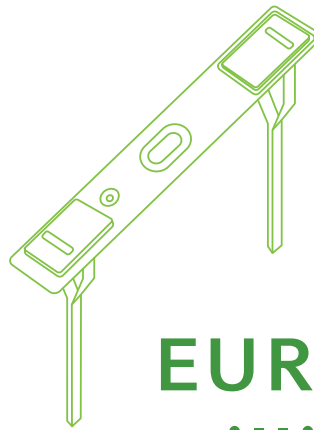
RESEARCH AND DEVELOPMENT. SHAPING TRANSFORMATION WITH IDEAS.

By developing components and systems for new drive technologies and putting them into series production, ElringKlinger is making an active contribution to the ongoing transformation toward emission-free mobility and thus helping to mitigate climate change. The Group has been engaged in intensive development work in the field of alternative drive systems for many years. Its strategic future areas centered around battery technology, fuel cell technology, electric drive units, and structural lightweighting remained the key priorities for R&D activities in the 2022 financial year.

Research and development ratio at 5.1%

In the 2022 financial year, modifications and new developments were introduced in the originally classical business units of Metal Sealing Systems & Drivetrain Components, Metal Forming & Assembly Technology¹, and Lightweighting/Elastomer Technology as well as in the E-Mobility business unit and the Engineered Plastics segment. As a technology-driven company and a strong innovator, ElringKlinger mainly focuses on transferring its own existing expertise to new applications. A total of 609 (2021: 591) staff were employed in Research and Development (R&D) as of December 31, 2022. In 2022, the number of R&D employees was up in the field of fuel cell technology in particular. Having said that, the R&D headcount also expanded in the areas of battery technology and electric drive units. R&D costs (including capitalized development costs) amounted to EUR 91.8 million in the 2022 financial year

¹ The Shielding Technology business unit was renamed Metal Forming & Assembly Technology with effect from January 1, 2023.



EUR 33.8 million

the maximum total funding volume for ElringKlinger in the major IPCEI project "European Battery Innovation."

	2022	2021
R&D spending (in EUR million)	91.8	82.1
Capitalization ratio ¹	24.1%	21.0%
Research and development ratio ²	5.1%	5.1%
Patent applications	95	105
R&D staff	609	591

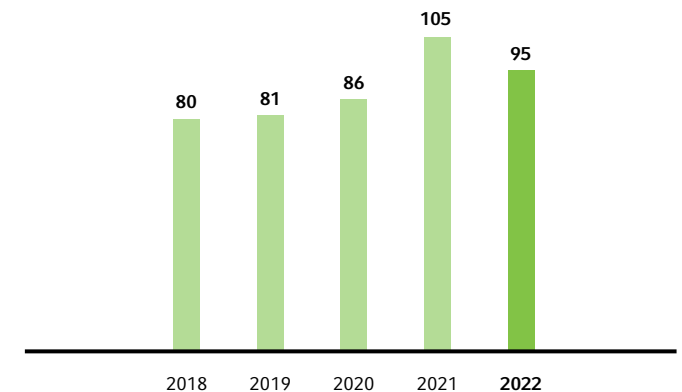
¹ Capitalized development costs in relation to total R&D costs, including capitalized development costs.

² R&D costs, including capitalized development costs, in relation to revenue.

(2021: EUR 82.1 million). This corresponds to an R&D ratio of 5.1% (2021: 5.1%), which was thus within the target range of around 5 to 6% (including capitalized development costs).

ElringKlinger always seeks legal protection for new developments at both a product and a process level. The centralized patent department is tasked with protecting the company's technological expertise and intellectual property rights. In 2022, it applied for a total of 95 (2021: 105) new patents, particularly in the strategic future areas. Although the number of patents applied for has thus fallen slightly, it remains at a high level when compared to the past few years.

Number of IP rights applications filed by ElringKlinger



Expertise in all drive technologies

The mobility transformation that is under way is particularly apparent in the field of drive technologies. While the market for combustion engines is gradually shrinking against the backdrop of societal trends favoring zero-emission drive technologies as well as due to statutory regulations, alternative drive technologies are set to grow significantly. Although the aspect of optimizing and enhancing the efficiency of modern combustion engines continues to play a role for developers at ElringKlinger, battery and fuel cell technology have become clear focal points when it comes to the Group's R&D activities.

ElringKlinger supplies components, modules, and entire systems that help to significantly reduce the environmental footprint of new generations of vehicles. The scope of application for battery and fuel cell technology extends far beyond the automotive sector. Thus, products engineered by the ElringKlinger Group help to reduce emissions not only across a broad range of mobility applications but also in fields other than the mobility sector, fuel cell technology used in electrolysis being a case in point. Making a vehicle lighter helps to reduce the propulsion energy it needs, and the fact that its weight has a significant impact on its range makes weight an even more important factor in a battery-electric vehicle. This is why the Group's structural lightweighting activities are also counted among its strategic future areas.

Fuel cells: a broad range of developments for emission-free mobility

ElringKlinger has been conducting research and development in the field of fuel cell technologies for over two decades. EKPO Fuel Cell Technologies GmbH ("EKPO"), a company jointly owned by ElringKlinger and Plastic Omnium, commenced operations at ElringKlinger's Group headquarters in Dettingen/Erms, Germany, in 2021 and immediately set about driving forward the production of fuel cell components and stacks. The company then stepped up its wide-ranging develop-

ment activities and its series manufacture of components and systems in the 2022 financial year. Specifically, R&D activities in the past financial year focused on platform development for the NM12 and NM12 Twin series of fuel cell stacks, which are particularly suitable for the bus and commercial vehicle sector due to their performance spectrum. EKPO also boosted its development activities for fuel cell technology applications outside the mobility sector and secured a follow-on order for fuel cell applications in the aviation sector from Aerostack GmbH, Dettingen/Erms, Germany, a company owned by Airbus and ElringKlinger. The wide variety of potential applications and orders for EKPO's fuel cell stacks are testament to their technical maturity and their versatility.

Battery: expanding expertise at component and system level

ElringKlinger's series production of cell contacting systems for lithium-ion batteries forms an integral part of the Group's transformation. The company has been supplying customers with mass-produced battery components for more than ten years. Besides single components, the Group also supplies battery modules and complete battery systems, which underwent further targeted refinement in the year under review. ElringKlinger stepped up its work on flexible printed circuit



A key component for the battery system: the cell contacting system carries the electrical current and monitors voltage and temperature.

boards for cell contacting systems in 2022 in order to consolidate its expertise in these systems. In addition, cell covers were further refined in the financial year under review, among other things as part of the IPCEI²-funded project and several customer enquiries. As part of the second large-scale European IPCEI for battery cell manufacture, "EuBatIn" (short for "European Battery Innovation"), ElringKlinger received the funding notification in 2021 for an innovative battery cell housing design. Elsewhere, its development work during the year under review was targeted primarily at customer-specific battery systems as well as ElringKlinger's own battery systems – the "ElringKlinger standard" – based on both prismatic and round cells.

10

ElringKlinger has been supplying customers with battery components for series production for more than ten years now.

² IPCEIs – Important Projects of Common European Interest – are large-scale transnational undertakings.

Drivetrain Technology: reaching the next level in electric drive units

Within the Drivetrain Technology business unit, the “High Compact Torque Vectoring” electric drive unit underwent significant refinement and was put through its paces during the 2022 financial year, thus firming up the basis for marketing its EDUs. Demonstration vehicles (passenger cars and light commercial vehicles) were also built for road testing.

Metal Sealing Systems & Drivetrain Components: focus on e-mobility applications

The Metal Sealing Systems & Drivetrain Components business unit also saw a 2022 financial year driven by transformation. Among other things, its expertise in coating and punching thin sheet metal and bonding components was used to further the development of laminated cores and sealing systems for rotors and stators in electric motors in the period under review. Other key milestones in the past financial year included the development of a stamped venting system for battery cells and the conception of innovative, multi-part designs for lightweight brake disks.

ElringKlinger supplies components, modules, and entire systems that help to significantly reduce the environmental footprint of new generations of vehicles.

Metal Forming & Assembly Technology: innovative components for e-mobility

Work in the Metal Forming & Assembly Technology business unit focused on furthering the development of its ElroForm product solutions for electromobility applications in the 2022 financial year. Specifically, battery-related development activities for ElroForm were ramped up. Besides offering thermal protection, shielding systems can also perform acoustic, electromagnetic, and aerodynamic roles and cover safety aspects depending on their specifications.

Lightweighting/Elastomer Technology: using innovative plastic solutions to reduce weight

Reduced vehicle weight through lightweight construction provides the basis for lower fuel and energy consumption. At the same time, reduced tire wear also relieves the burden on the environment. Electrification is making the issue of lightweighting even more relevant, since a low weight has a significant, direct impact on an electric vehicle’s range. The Lightweighting/Elastomer Technology business unit continued to focus rigorously on its R&D priorities in the reporting period with enhancements for its cockpit cross-car beams, front-end modules, and ElroSafe underbody protector for battery systems. The year under review saw this ElroSafe technology used in the development of battery trays, which serve to enclose and protect the battery. One new development priority in 2022 was injection-molded housing modules for batteries.

In particular, the developers on the sealing technology team worked on products for vehicles with a battery-electric drive in the 2022 financial year. As well as helping to develop complex metal/elastomer gaskets for battery technology (e.g., battery housings or controllers), the Group’s advanced knowledge in the field of materials development, production technology, and tool engineering also provides the basis for the supply of sealing solutions for fuel cell stacks.

Engineered Plastics: high-end solutions for various industries

The Engineered Plastics segment makes high-performance plastics that are used in all manner of different industries, such as medical technology, mechanical engineering, the food industry, and the automotive industry. As in previous years, the Engineered Plastics segment focused on the main trends in the individual industry sectors in the 2022 financial year. For instance, the segment is benefiting significantly from increased regulation in individual industries just as it is from the higher requirements in medical technology, the expectations made of industrial sensor systems, and the highly promising field of industrial hydrogen production (electrolysis). During the year under review, the segment concentrated, among other things, on developing low-temperature heat shrink tubes used around sensitive sensor technology and on devising static sealing concepts for hydrogen.

SUSTAINABLE MOBILITY FOR COMMERCIAL VEHICLES

ElringKlinger is committed to driving forward the transformation of mobility. At IAA TRANSPORTATION 2022 in Hanover, Germany, the Group presented its innovative product portfolio tailored to sustainable mobility in the transport and logistics sector.

As a long-standing partner and supplier to the commercial vehicle industry, ElringKlinger was represented at the most important global trade show for mobility, transport, and logistics from September 20 to 25, 2022, in Hanover. ElringKlinger's trade show efforts were centered around the topics of efficiency and sustainability through electromobility and lightweighting.

The highlight was a show truck demonstrating the Group's extensive range of products and technologies for the commercial vehicle sector, from components and modules to complete systems. These include innovations in the field of battery technology, such as a 60 volt module based on cylindrical lithium ion cells for integration into a battery storage unit up to a total system voltage of 500 volts as well as numerous components.

ElringKlinger also showcased a high-performance torque vectoring Electric Drive Unit (EDU) consisting of two identical EDUs that are independently controlled. This provides the basis for active torque vectoring. This EDU version is used primarily in high-power or all-wheel drive vehicles.



IAA TRANSPORTATION

The six-day event between September 20 and 25, 2022 saw trade visitors and mobility enthusiasts from all over the world flock to Hanover to marvel at technical innovations and concepts from the fields of transport and logistics and try them out for themselves.

1,402 exhibitors, two-thirds of which were international companies from 41 different countries, and more than

1,400 German and international journalists confirmed IAA TRANSPORTATION's position as the largest and most important platform for the transport and logistics industry on a global scale.

IAA TRANSPORTATION will return to Hanover from September 17 to 22, 2024.

Hydrogen-based mobility plays a key role in the commercial vehicle sector. In establishing the EKPO Fuel Cell Technologies joint venture, ElringKlinger, together with the French supplier Plastic Omnium, took an important step forward when it comes to series production in the field of fuel cell technology. A range of stack platforms were on display at IAA Transportation 2022. These are used in passenger cars, light commercial vehicles, trucks, and buses as well as in rail and marine applications. They include the “NM12 Twin” low-temperature fuel cell stack module with 598 cells based on metallic bipolar plates – with a power rating of up to 205 kWel.

For commercial vehicles, every kilogram counts in pursuit of lower fuel consumption and CO₂ emissions in conventional drives or an extended range in the case of electric vehicles. The solution is lightweighting, an area of engineering expertise that ElringKlinger showcased at its booth – including innovative underbody protection for battery storage units made of a thermoplastic composite material.

For commercial vehicles, every kilogram counts in pursuit of lower fuel consumption and CO₂ emissions in conventional drives or an extended range in the case of electric vehicles.

598

cells based on metallic bipolar plates and a power rating of up to 205 kWel are what set the “NM12 Twin” apart.



As a pioneer in the field of sustainable mobility, ElringKlinger can draw on in depth expertise based on many years of experience; the company has been active in the fuel cell sector for over 20 years. ElringKlinger has been a series supplier in the field of battery technology for more than 10 years and boasts an extensive, innovative product portfolio.

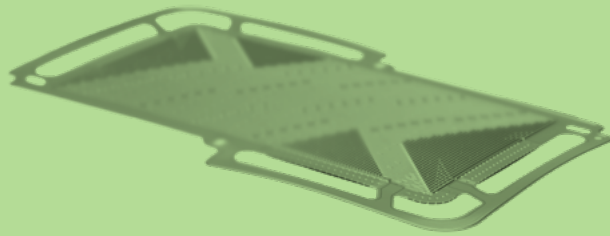


A show truck was the highlight of ElringKlinger's display.

FUEL CELLS – MULTIPLE APPLICATIONS IN EMISSION-FREE MOBILITY

ElringKlinger was an early mover. In fact, the Group's track record in the fuel cell sector now spans more than two decades. In 2021, the go-ahead was given for the establishment of EKPO Fuel Cell Technologies GmbH ("EKPO" for short), a company operated jointly by ElringKlinger and French supplier Plastic Omnium. Since then, EKPO has been pressing ahead with the production of fuel cell components and stacks, in addition to stepping up the wide-ranging efforts in R&D. Benefiting from the market-leading metalworking expertise of its parent company ElringKlinger, EKPO can build on more than 20 years of experience in the research and development of fuel cell technology. EKPO's order book continued to fill up in the 2022 financial year. With a multitude of customer orders secured by the company, the investments made in R&D are clearly bearing fruit.

1



Bipolar plates

Cutting-edge technology

In the 2022 financial year, EKPO consistently drove forward the development and production of bipolar plates. EKPO's technology was deployed in the context of several customer projects, consisting of both newly developed products and series production orders. EKPO regularly outperforms other competitors by virtue of the high power density and compact design of its market-leading bipolar plates. For example, EKPO has been tasked with supplying prototypes to a major car maker for planned deployment in a fuel cell vehicle. EKPO's newly developed bipolar plates are intended for use in future stack generations.

Metallic PEMFC bipolar plates offer tangible advantages with regard to costs and – an aspect that is particularly important for mobile applications – power density and the cold-start capability of fuel cells. Using high-precision, progressive tooling suited to volume production, EKPO produces bipolar plates in a fully automated, interlinked manufacturing process. Both development and production of the prototypes to be supplied to the car maker are handled at the company's site in Germany.

Around

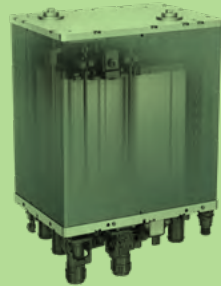
200

people work at the main site of
EKPO Fuel Cell Technologies GmbH
in Dettingen/Erms.



2

Fuel cell stacks

**Fuel cell stacks for logistics vehicles**

Fuel cells also represent an attractive alternative drive technology for logistics applications. With this in mind, EKPO and Globe Fuel Cell Systems GmbH (Globe) signed a development and supply contract covering fuel cell stacks for drive systems used in logistics vehicles. As part of this cooperation, EKPO contributes its expertise relating to the stack periphery, its interfaces, and the parameters for maximum efficiency and service life. Once the development stage has been completed, EKPO will be exclusively responsible for the industrial ramp-up and subsequent series production of the stacks. The agreement with Globe Fuel Cell Systems highlights the wide range of applications for EKPO's fuel cell stacks.

A fledgling greentech company based in Stuttgart, Germany, Globe emerged from the innovation division of Mercedes-Benz in 2020. It develops modular and digitally networked fuel cell units for a wide range of applications, such as intralogistics, the marine sector, and stationary systems.

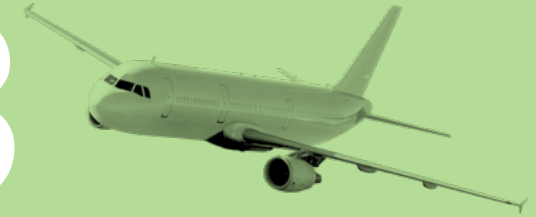
EKPO's NM5-evo stack platform (see above illustration) meets customers' exacting requirements for a durable, compact fuel cell stack design combined with high power density. The compact, high-performance stacks are based on proton-exchange membrane (PEM) technology and convert chemical into electrical energy using hydrogen and oxygen. Achieving in excess of 6.0 kW/l in the cell block, the EKPO stack family is seen as a market benchmark. The stack design also offers the best possible basis when it comes to scaling and modularization.

335

The NM5-EVO PEMFC stack module developed by EKPO is available with up to 335 cells.

3

Stacks for aviation

**Development and supply of stack components and prototypes for the aerospace industry**

EKPO also boosted its development activities for fuel cell technology applications outside the automotive industry and secured another large-scale order for fuel cell applications in the aviation sector from Aerostack GmbH, Dettingen/Erms, Germany, a company owned by Airbus and ElringKlinger. As part of the agreement, EKPO provides development services and supplies fuel cell stacks optimized for aerospace applications.

As a follow-up order to successful collaborative efforts in the past, this contract confirms EKPO's standing as an important development partner. The stacks based on the NM12 platform will be integrated within the customer's wider development process to make fuel cells usable for aviation. The NM12 stack family is the most powerful in EKPO's product portfolio, with an output of up to 205 kWel and an exceptionally high power density of over 6.0 kW/l in the cell block. Furthermore, the stack design offers the best possible basis when it comes to scaling and modularization, thus allowing the customer to design its specific usage application with maximum flexibility and efficiency. With these features, the platform provides the perfect launch pad when it comes to meeting the unique performance expectations in the field of aviation.

Production and Environment

ElringKlinger incorporates the principle of climate awareness into each business decision. Focusing on the essentials and using state-of-the-art production and facility technology helps to prevent waste. This approach will enable ElringKlinger to achieve carbon neutrality in net terms by 2030.



Emissions

ElringKlinger measures energy and resource flows at its sites worldwide and calculates the emissions that these generate in order to log the environmental footprint of its business activities. These figures do not include the production sites in Nürtingen, Germany, Timisoara, Romania, Warwick, UK, Chamorêt, France, and Chongqing, China, which are not reported due to their negligible size and relevance to the environmental performance indicators. ElringKlinger uses its Group-wide reporting to regularly record environmental performance indicators, such as energy consumption and emission levels. As well as implementing environmental management processes, environmental reporting also helps to set targets for reducing emissions. In the 2022 financial year, the Scope 1 to 3 emissions (direct and indirect emissions) remained almost the same as the previous year at 73,740 tons (2021: 73,850 tons). Measured per EUR 1 million of revenue, ElringKlinger reduced its CO₂ emissions by almost 10% in comparison to the previous year. This reduction is attributable primarily to the use of green electricity at some European production sites.

In the 2022 financial year Scope 1 emissions, i.e., emissions attributable directly to business activities, made up 30% (2021: 31%) of the total annual emissions. The bulk of these emissions is generated through the use of gas and heating oil; these emissions decreased year on year to 21,200 tons in

CO₂ emissions

	2022	2021
Total direct and indirect CO ₂ emissions in t	73,740	73,850
CO ₂ emissions per EUR 1 million of revenue in t	41.0	45.5
CO ₂ emissions offset in t ⁴	16,000	22,000
Total direct CO ₂ emissions in t	22,070	23,120
of which direct CO ₂ emissions from gas, oil, engine test benches, etc. in t	21,200	22,300
of which direct CO ₂ emissions by the vehicle fleet in t ¹	870	820
Total indirect CO ₂ emissions in t	51,670	50,730
of which indirect CO ₂ emissions from electricity in t ²	50,400	50,300
of which indirect CO ₂ emissions by air travel in t ³	1,270	430
According to the GHG Protocol		
Scope 1 emissions	22,070	23,120
Scope 2 emissions	50,400	50,300
Scope 3 emissions	1,270³	430 ³

¹ Emissions are calculated by multiplying the annual mileage of vehicles by the CO₂ emissions stated by the relevant vehicle manufacturer. The fleet of company vehicles includes all vehicles at ElringKlinger sites in Germany. The figures for rental vehicles also include the Rest of Europe, the US, and Canada.

² Calculation according to the market-based method.

³ Air travel from the locations in Germany, Austria, Switzerland, France, and Hungary, as well as centrally recorded flights from the locations in Italy, Turkey and the United States.

⁴ ElringKlinger paid to offset its emissions from gas consumption, the fleet, and air travel at its German production companies.

the 2022 financial year (2021: 22,300 tons). Direct emissions from the Group's own fleet and its rental vehicles amounted to 870 tons in the period under review (2021: 820 tons). This increase in emissions is due to the fact that more company vehicles were used in 2022 (2022: 245 vehicles / 2021: 210 vehicles). In contrast, the average CO₂ emissions per vehicle in the company vehicle fleet and its rental vehicles fell to 118 g/km (2021: 126 g/km).

Unlike the Scope 1 emissions, the Scope 2 emissions from purchased goods and services increased by 1.8%, or 940 tons. This increase is predominantly attributable to the resumption of normal business travel.

In the financial year 2022, ElringKlinger continued to implement its strategy for achieving carbon neutrality in net terms for Scope 1 and 2 emissions by 2030. The focus is on four objectives: (1) increasing energy efficiency of all buildings and installations, (2) using more renewable energy, (3) switching to green electricity, and (4) offsetting any unavoidable CO₂ emissions by investing in carbon-cutting projects outside the company. In 2022, the Group company in Spain switched its electricity supply contracts to green electricity. In total, 16,000 tons of CO₂ generated from gas, the fleet, and air travel were offset by means of compensatory measures.

Energy consumption

Continuously minimizing the amount of energy and resources consumed by its own business activities is one of ElringKlinger's core environmental management responsibilities. The overall consumption of finite resources is to be reduced with the help of continuous process optimization and the acquisition of energy-efficient equipment. In addition, ElringKlinger is continuously investing in facility maintenance measures, in new energy-efficient machinery, and in process optimization. As a manufacturing company, ElringKlinger is particularly concerned with the efficient use of any resources, as the Group relies on a continuous supply of energy and resources.

To secure the energy supply and ensure it generates energy in an environmentally sustainable way, ElringKlinger runs its own combined heat and power (CHP) units, wind turbines, and solar installations at several of its sites. ElringKlinger also

	2022	2021
Absolute energy consumption (electricity, gas, and other energy sources) in MWh ¹	291,600	291,700
of which electricity consumption in MWh ²	192,000	189,900
of which gas consumption in MWh	98,600	103,800
of which heating oil and fuel in MWh	3,000	3,400
Absolute energy consumption per EUR 1 million in revenue in MWh	162	179
Electricity consumption per EUR 1 million in revenue in MWh ¹	107	117

¹Excludes electricity generated using company CHP units.

²Includes electricity generated using company CHP units.

The overall consumption of finite resources is to be reduced with the help of continuous process optimization and the acquisition of energy-efficient equipment.

maintains a metering infrastructure at its European production plants to facilitate an end-to-end assessment of energy flows and to tap into previously unused potential for energy efficiency.

Absolute energy consumption remained virtually unchanged at 291,600 MWh (2021: 291,700 MWh). Electricity consumption increased by 1% and gas consumption decreased by 5%, while the consumption of fuel and heating oil also fell by 12% in comparison to the previous year. Per EUR 1 million of revenue, energy consumption fell by 9% due to the rise in revenue caused by increased production.

Investment for the environment

Before making investment decisions, technical characteristics and value for money are assessed alongside environmental considerations. As this climate-conscious approach is not enough on its own, ElringKlinger has also set itself the additional objective of dedicating one percent of its annual investments towards emission-reducing measures. In the 2022 financial year, ElringKlinger met this target, with 1.7% of investments in property, plant, and equipment and investment property going towards emission-reducing measures. This includes a recently installed photovoltaic system and the construction of a new, particularly efficient water treatment plant that recovers waste heat from the wastewater.



ElringKlinger invests in emission-reducing measures. This includes a recently installed solar plant and the construction of a new, particularly water-efficient water treatment plant that recovers waste heat from the wastewater.



In the 2022 financial year, ElringKlinger once again did not identify any impact on nature conservation sites or biodiversity caused by its operational activities.

Water and wastewater

ElringKlinger monitors water consumption at all its sites in accordance with the ISO 14001 standard to which it is certified. Besides complying with statutory provisions, all staff worldwide take care to use and handle water and wastewater sparingly and responsibly. In the 2022 reporting year, water consumption amounted to 195,900 m³ (2021: 196,900 m³).

Biodiversity

In the 2022 financial year, ElringKlinger once again did not identify any impact on nature conservation sites or biodiversity caused by its operational activities. Most of ElringKlinger's production sites are located in designated business and industrial parks, usually in close proximity to the premises of major automobile manufacturers or suppliers. This choice of location helps to minimize and avoid transport routes, thus also keeping costs and emissions low.

Conflict minerals

ElringKlinger uses the International Material Data System to ensure responsible handling of raw materials. The system serves to show ElringKlinger and its customers all the chemical and material compositions of the components and semi-finished products. It lets all major automotive and other suppliers pool their data in a single system and thus create transparency regarding all constituent materials, allowing components to be disposed of in an environmentally friendly way. The platform also enables the respective countries of origin of the raw materials to be checked.

ElringKlinger avoids the use of raw and other materials that were not extracted or produced in an environmentally or socially compatible manner or in compliance with human rights obligations. The most-affected conflict and high-risk zones include countries hit by (civil) war, those suffering instability in the wake of a conflict, or those where governance

is weak or lacking entirely and where citizens' and human rights are systematically infringed. The so-called conflict minerals include tantalum, tin, tungsten, and gold, among others. Although ElringKlinger requires very small amounts of these raw materials to manufacture its products, it does not obtain them from countries in conflict zones. ElringKlinger also makes sure that these materials do not come from relevant countries when purchasing them indirectly via its supply chains. An analysis of the raw materials procured by ElringKlinger in the 2022 financial year did not indicate that any conflict materials had been obtained from these particular regions.

As an international supplier, the ElringKlinger Group also has to deal with export bans and economic sanctions. Should any restrictions apply to the export of goods to certain countries, regions, or organizations, the company complies with these restrictions in all cases.

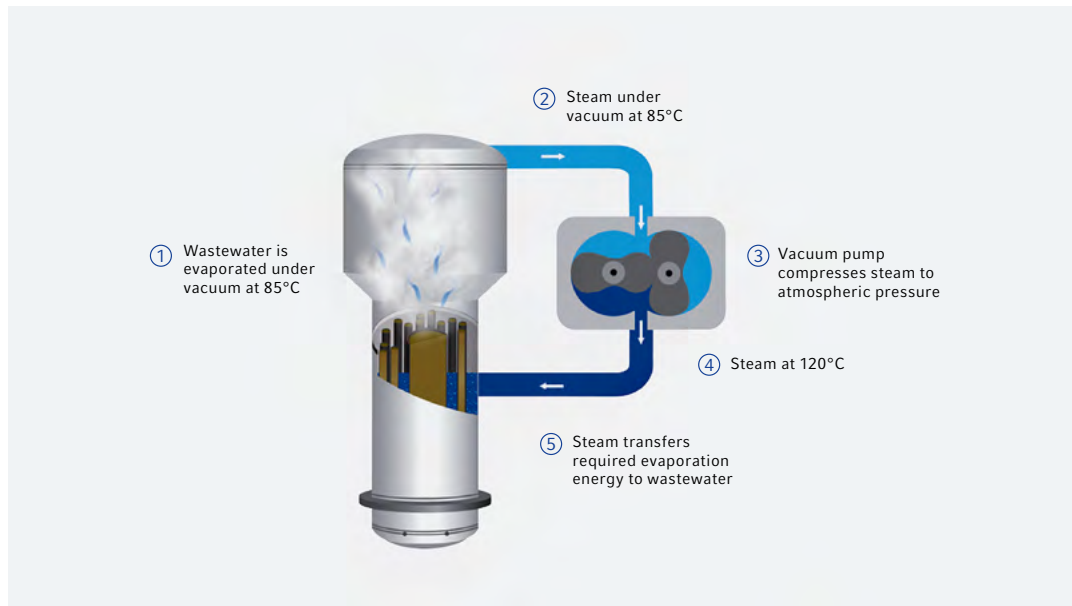
ElringKlinger uses the International Material Data System to ensure responsible handling of raw materials. The platform also enables the respective countries of origin of the raw materials to be checked.

INVESTMENTS IN ENERGY-SAVING MEASURES

WATER TREATMENT PLANT DETTINGEN

In 2022, ElringKlinger invested in a new water treatment plant at its main site in Dettingen/Erms, Germany, which purifies used process water by means of distillation so that it can be reused. When selecting the new plant, energy efficiency and state-of-the-art technology were key priorities.

The newly installed system not only achieves a cleaner distillate quality but is also more efficient, saving energy alongside freshwater and wastewater. Compared to the previous system, energy efficiency can now be increased by up to 15%. In addition, only around 20% of the previous freshwater consumption is now required.



Source: Wastewater treatment for industry (h2o-de.com)



On the roofs of the Chinese production site in Changchun, ElringKlinger has built a photovoltaic system that produces approximately 2,920,000 kWh of electricity per year.

↑ PHOTOVOLTAIC SYSTEM IN CHINA

In 2022, ElringKlinger installed a photovoltaic system at its Chinese site in Changchun.

The system, which was installed on the roofs of the site's buildings, spans an area of 22,000 m² and consists of 5,000 modules. These modules produce an annual total of around 2,920,000 kWh of electricity, which saves approx. 2,000 tons of CO₂.

As the first company to produce electricity using a photovoltaic system, ElringKlinger is a sustainability pioneer in Changchun City.

CYBERSECURITY AND DATA PRIVACY

Businesses have embraced the future with the advent of digitalization. However, global connectivity and the shift of countless workflows to the digital sphere have increased the potential for attacks by cybercriminals. Cyber security and data privacy are therefore key components in the ElringKlinger Group's company culture. To protect the data of all customers, partners, suppliers and employees, the Group made further valuable progress in the reporting year.

Certifications

In the field of information security, by the end of 2022 a total of 13 production plants worldwide had received TISAX (Trusted Information Security Assessment Exchange) certification. TISAX certification is a recognized standard for the exchange of confidential information in the automobile industry and confirms compliance with high security standards. ElringKlinger plans to certify more of its global sites with this standard.

The Group as a whole has been certified in accordance with the requirements of ISO 27001:2017 since 2021. This international standard sets the requirements for a comprehensive information security management system. Compliance with this standard ensures the effective implementation and continuous improvement of information security processes.

Employee awareness

Regular awareness training sessions are part of ElringKlinger's security culture. ElringKlinger recognizes that employees play a crucial role in ensuring cybersecurity and data privacy.

For this reason, comprehensive training programs and awareness-raising campaigns are implemented to raise employees' awareness of potential threats and to promote best practices in the handling of sensitive data. In addition, the training approach includes compulsory topic-related e-learning sessions as well as specific training for managers, trainees/students, and dedicated staff groups. Furthermore, phishing awareness campaigns regularly educate all employees on how to recognize threats and attacks/scams at an early stage.

Establishment of a Security Operation Center (SOC)

ElringKlinger established a "managed SOC" in the reporting year. This SOC enables the continuous monitoring and analysis of IT systems to recognize potential threats at an early stage and respond appropriately. Working with specialist service providers and internal experts, ElringKlinger can guarantee a proactive defense against cyberattacks.

In summary, the ElringKlinger Group was able to achieve significant progress in relation to cybersecurity and data privacy in the reporting year. The certifications in accordance with TISAX and ISO 27001 confirm the company's efforts to comply with the highest information security standards. Establishing a managed SOC and carrying out penetration tests ensures that the digital systems are optimally protected. The company is also investing in employee awareness to establish security awareness throughout the entire organization.

ElringKlinger remains committed to continuously improving the security of its data and systems and to guaranteeing the data privacy of customers, partners, suppliers, and employees.

Measures for improvement

ElringKlinger is committed to continuously improving the company's cybersecurity and data privacy measures. Global security audits are carried out on a regular basis to identify and eliminate potential weak points. ElringKlinger also works closely with external security experts to understand current threats and trends within the industry and to adopt appropriate countermeasures. Important suppliers (third-party risk) are continually monitored for information security weak points.

13

ElringKlinger plants had been certified in accordance with TISAX (Trusted Information Security Assessment Exchange) by the end of 2022.



SUSTAINABILITY IN THE AFTERMARKET

The Aftermarket segment at ElringKlinger brings together around 400 employees worldwide, the majority of whom are based at the Neuffen site in Germany. In the year under review, Aftermarket as a whole moved from the Dettingen and Neuhausen sites to the new Neuffen plant. This makes it easier to leverage competencies and maximize synergies. ElringKlinger's Aftermarket business is focused mainly on the production and provision of spare parts and components for the independent automotive aftermarket. ElringKlinger's Aftermarket segment has gradually evolved over the last few years in response to rising global demand and in order to meet the need for original equipment quality, functional reliability, and the provision of an efficient, comprehensive service. These are the specific aspects that lead to longer vehicle life cycles and hence increased resource efficiency.

In this interview, Aftermarket Sustainability Manager Fabian Mahr explains the challenges and opportunities that sustainability poses for the Aftermarket business, which is marketed under the brand "Elring - Das Original".

What challenges is the Aftermarket segment facing with regard to sustainability?

At Elring, we aim to offer our customers maximum transparency with regard to our product emissions. The challenge is to collect emissions data across the supply chain, check it for accuracy, and then make it available to our customers. The task involves ensuring all suppliers are included in this process, which is also its key challenge. We think there is strong potential to save resources through the efficient use of commodities and alternative materials. As is the case within the ElringKlinger Group as a whole, Aftermarket is committed to avoiding emissions as much as possible, or at least reducing them.

What are your biggest projects at the moment?

We are currently looking at whether or to what extent certain products can be manufactured from recycled materials while meeting the same functional and quality standards. We are working closely with the whole supply chain to provide our customers with the most accurate product emissions data that we can, from raw materials to the finished product, and to create the best possible dataset. To this end, we drew up reporting concepts in the year under review, the aim being to integrate specific information on emissions and reduction measures.



Fabian Mahr, Aftermarket Sustainability Manager, ElringKlinger AG

In addition to internal activities, we support associations such as AAMPACT (international association representing the interests of leading automotive suppliers in the independent aftermarket) and initiatives such as NAAG (New Automotive Aftermarket Generation). Here, our ambition is to work together to tackle the challenges we face today and actively shape a sustainable future for the industry. Among other things, this involves active participation in the Forum on Automotive Aftermarket Sustainability (FAAS), which brings together leading players in the aftermarket sector to implement the vision of a robust and sustainable aftermarket.

What could tomorrow's sustainable aftermarket look like?

In a sustainable aftermarket, the entire supply chain – from raw material production to the finished product at the customer's site, along with the competition – has to work hand in hand to maximize potential synergies. More specifically, these synergies can be brought together into initiatives.

This broad cooperation enables us to offer our customers the greatest possible data transparency, such as with regard to product emissions. It also opens up the possibility of involving all stakeholders, especially our employees, in the process of shaping a sustainable aftermarket.

Another issue for a sustainable aftermarket is the manufacture of recyclable products from recyclates. This relates not only to products used in conventional drive systems but also to the provision of sustainable spare parts for new drive technologies.

» On average, I use the term ›sustainability‹ more than 100 times in my daily communications, and that number is rising.«

Fabian Mahr, Aftermarket Sustainability Manager, ElringKlinger AG

SUSTAINABILITY OVERVIEW FOR AFTERMARKET SEGMENT



Supply Chain

Corporate responsibility does not stop at the factory gate. ElringKlinger expects its suppliers around the world to meet the same high standards that it sets for itself. Above all, they are required to ensure that business and labor practices are adhered to and that production is carried out in a way that conserves resources. Together with its suppliers, the Group aims to reduce emissions along the whole value chain and ensure greater data transparency.



ACTING RESPONSIBLY

Since January 1, 2023, the German Act on Corporate Due Diligence Obligations in Supply Chains (Lieferkettensorgfaltspflichtengesetz) has required companies to comply with human rights and certain environmental due diligence obligations in a manner prescribed by law and to report on these obligations. In this interview, Julian Reitenbach, Head of Governance Assurance Services, tells us more about the preparations for this in 2022 and how it is being implemented at ElringKlinger in 2023.

Mr. Reitenbach, what does the Supply Chain Act involve?

My first impression was that the (German) name of this Act consists of a hefty 37 letters! So my first suggestion was that we should refer to it in-house as LkSG. But on closer examination, it's a sensible law. Even during the legislative process, the focus was always on creating a level playing field, i.e., equal and fair competitive conditions for all market participants, regardless of industry. And that is absolutely the right approach. After all, there are people behind every product and every value creation.

What exactly is the law about?

Minimum legal and societal standards. I am sure that none of us would consciously want to drive a vehicle with parts that were manufactured under substandard working conditions or whose raw materials had been extracted using child labor. Greater transparency about how the raw materials and components that

we buy are made would also influence the purchasing decisions of vehicle owners. In a nutshell, that is also the intention of the LkSG – to identify risks of human rights violations and damage to the environment, and then proactively address them.

What does the term supply chain mean in relation to ElringKlinger?

Basically, the Act covers every step involved in manufacturing the products in Germany and abroad – from extracting the raw materials to the delivery to the end customer. This means that what we do in our own business, along with the activities of indirect and direct suppliers, is all relevant for the LkSG.

So how exactly did you go about implementing the LkSG in 2022?

The first step was to establish an interdisciplinary project team consisting of experts from Supplier Quality Management, Purchasing, Supply Chain Management, and Strategic Communications, with my department being responsible for the project. Together, we embarked on the task of drawing up details relating to a total of six due diligence requirements. This process involves carrying out a risk analysis, producing a human rights policy statement, defining potential prevention and remediation measures, establishing a grievance procedure, and setting up a reporting process.



»The LkSG provides for human rights and environmental risks to be identified and proactively addressed.«

Julian Reitenbach, Head of Governance Assurance Services,
ElringKlinger AG

Risk analysis is often highlighted as a key part of the Act – do you share this view?

Yes. In this analysis, ElringKlinger identifies, evaluates, and prioritizes human rights and environmental risks relating to its own business activities and those of its direct suppliers. Any potentially risky suppliers are then grouped using other criteria. In doing so, ElringKlinger considers the severity, probability, and reversibility of the violation, the extent to which ElringKlinger is able to exert influence, and what has contributed to causing the violation. This involves a shift of perspective from the previous approach to risk management in the financial area. Human rights and environmental risks are not assessed from the company's perspective but from the perspective of the people who are potentially affected. This analysis, which is to be updated annually from now on, provides a basis for developing appropriate preventive measures, such as providing training for the company's employees and suppliers, considering risk factors in the purchasing process, or implementing more detailed monitoring processes in supplier management. Another important preventive measure is our policy statement on human rights and related environmental standards. It describes the principles and methods that guide us in the implementation of the legal requirements and beyond.

» Our professional compliance management system helps us to mitigate the risks associated with global business. «

Julian Reitenbach, Head of Governance Assurance Services, ElringKlinger AG

What else do you consider important with regard to the new law?

I also think it's very good that lawmakers are focusing on supplier development. The Act doesn't immediately require the termination of business relationships in the event of breaches of obligations but allows time for the company and supplier to work together to develop solutions to the problem.

In this context, we have also adapted our complaints procedure. On the basis of this procedure, anyone who suffers a human rights violation due to the business relationship or who wants to tell us of a threat to human rights will now have the opportunity to do so, anonymously if they wish, via a range of reporting channels, 24/7. This allows us to respond immediately and appropriately to such reports.

That all sounds like a lot of work. Will this change anything for the better?

We will have to wait and see before we can provide a definitive answer to your question. But I am of the firm belief that the introduction of the LkSG in Germany is a first step in the right direction, and it will be supplemented by more regulations at the European level. At least we are already in the position of having to implement the requirements and will not be thrown in at the deep end when the EU regulation arrives. By then, I expect there to be positive implications in manufacturing countries, which will be reflected in improved working conditions. But I am also of the opinion that the automotive supply industry already has higher labor standards throughout the supply chain than other industries.

Thank you very much for talking to us.



Responsibility for Employees

An agile company needs people who are willing to evolve, who are able to shape the current transformation process, and who are committed to keeping it progressing. ElringKlinger's contemporary working culture gives its employees the scope they need to find answers to the most urgent of questions. At the same time, the Group provides a secure framework to support an open culture of feedback and learning through the values it practices.



Development of the employee structure

A balanced and diverse employee structure is the foundation of healthy interaction within the workforce. Diversity in the workplace and intercultural exchanges amount to a success factor for ElringKlinger. Around the world, the Group as a whole has employees from just under 70 countries working at 45 sites.

As of December 31, 2022, the ElringKlinger Group had a global total of 9,540 employees (2021: 9,462). On yearly average, the staffing level was 9,480 (2021: 9,553 employees). The age structure within the Group also shows a healthy balance: the 30 to 50 age group represents approximately 60% of the workforce, 15% of employees are under 30, and nearly 25% are over 50. The average age of ElringKlinger employees at the end of 2022 was 42.

Employees

	2022	2021
Employees as at December 31 ¹	9,540	9,462
of which men	69.4%	69.4%
of which women	30.6%	30.6%
Proportions by age group		
under 30	15.2%	15.2%
30 – 50 years	60.4%	60.9%
over 50	24.5%	23.9%
Proportion of part-time workers	4.5%	4.8%
Employees on permanent contracts	8,575	8,662

¹The headcount includes all direct and indirect employees. The previous year's figures have been adjusted to ensure a uniform approach.

ElringKlinger is realizing its aim of offering permanent employment contracts wherever possible as part of its long-term personnel strategy. Given that reliability and working relationships based on trust are desirable for both the workforce and the Group, the vast majority of employees – 8,575 persons – were on permanent contracts in 2022. To counteract economic fluctuations and temporary peaks in workload while ensuring the necessary flexibility, a small proportion of fixed-term employment contracts are required.

The global reach of the ElringKlinger Group is reflected in the regional distribution of staff. As of December 31, 2022, 4,069 employees, i.e., 42.7% of the total, were based in Germany. Most employees continue to work abroad, the share being 57.3%, equivalent to 5,471 employees. Of this number, 1,709 employees were based in Rest of Europe, 1,666 employees were working in North America, 1,665 were in the Asia-Pacific region, and 431 staff members were in South America and Rest of the World.

Fixed system of values

ElringKlinger's system of values defines an operational framework on the basis of guidelines and rules of conduct while setting the standard for the quality of staff interaction. The main priority is to ensure compliance with existing legislation and rules. The system of values established by ElringKlinger in the context of its corporate responsibility is expressed in comprehensive guidelines and compliance measures.

ElringKlinger has drawn up binding guidelines for all employees in a Code of Conduct and a Corporate Code. As part of its Corporate Code, ElringKlinger commits to upholding international human rights. At the same time, the company rejects any form of child labor and forced labor. ElringKlinger also makes reference to this in the policy statement on human rights formulated by the Group in 2022 and published in 2023. ElringKlinger opposes all forms of discrimination, whether on the basis of gender, ethnic affiliation, skin color, religion, age, ethnic origin, disability, or sexual orientation. No violations of the Corporate Code were reported in 2022. ElringKlinger demands the same high standards it applies to itself from its suppliers. To this end, the Group devised and published a Supplier Code of Conduct in 2022.

For more information on this as well as compliance management, please refer to the Combined Non-Financial Report for 2022.

Occupational Safety

	2022	2021
Work-related accidents leading to more than 3 days off work	124	117
1,000-employee incident rate ¹	13.1	12.3

¹Prior-year figures for Group and AG adjusted. The ratios are based on the annual average of direct and indirect employees. In addition, the annual average of direct and indirect employees is now presented without the Management Board.

Healthcare management and occupational safety

ElringKlinger acts in accordance with strict guidelines to guarantee the health and safety of its employees. Workstations and the areas around workstations are designed so as to be both safe and efficiency-enhancing. All guidelines in this occupational safety policy are binding on both the Management Board and the employees of ElringKlinger.

The company applies high standards with a view to preventing accidents at work. This includes regular safety briefings, the wearing of protective gear, and occupational safety inspections. The ElringKlinger Operating System (EKOS) is a production system which has been implemented at all production sites. EKOS supports regular improvements to workplace safety in keeping with the "safety first" motto. Compliance with regulations and guidelines is verified by means of systematic internal and external audits. A cross-company organization has been working to standardize workplace safety topics within

the Group since 2021. In 2022, the team supported the certification of production sites in Europe according to the global ISO 45001 standard. Where an accident takes place in spite of all precautions, the cause and steps leading up to the incident are carefully examined and existing safety standards are adapted as necessary. In 2022, the relative frequency of accidents per thousand full-time employees rose only slightly to 13.1 (2021: 12.4). Group-wide, 124 workplace accidents leading to absences from work of more than three days were registered. The indicator for workplace accidents resulting in absences of more than three working days is part of ElringKlinger's system of indicators; from 2023 onwards, this figure will be reported to the Management Board each month.

Vocational training and personal development

Vocational training and personal development for employees has always been critically important to ElringKlinger. The Group develops internal expertise through a range of training programs and work-study courses. Alongside the external recruitment of specialists, these measures are important both in terms of training new internal experts and retaining qualified staff for the long haul. In 2022, 12 work-study students and 17 vocational trainees embarked on courses at ElringKlinger's main site in Dettingen/Erms. The most recent High-Potential Program for 25 participants concluded in July 2022; the process of selecting people for the next program has already started. Meanwhile the selection process for the new Senior Management Development Program began in the second half of 2022; the project is due to commence in 2023. The objective of this program is to encourage employees with strong development potential in middle management positions to progress to senior managerial roles within the Group.



In 2022, 12 work-study students and 17 vocational trainees embarked on courses at ElringKlinger's main site in Dettingen/Erms.

Having established a culture of being a Great Place to Work, ElringKlinger is now aiming to attract motivated and qualified people by sustaining its successful position on the labor market. The new HR Strategy 2030, developed in 2022, will be rolled out during 2023. The strategy will help the Group's HR department overcome a range of transformational challenges as the Group continues to evolve.

The Combined Non-Financial Report for 2022 contains more details.

Diversity and equal opportunity

For the ElringKlinger Group, diversity and equal opportunity provide a broad employee structure in which different viewpoints, experiences, and skills are respected and incorporated across all levels of the hierarchy. Respect and appreciation are always of paramount importance in everyday dealings with one another. Treating different linguistic and cultural backgrounds as equals and promoting individuality are second nature to ElringKlinger.

With locations in 20 countries, ElringKlinger is in constant contact with clients, suppliers, and partners around the world. The company also promotes a continual transfer of knowledge by frequently posting staff members from one international site to another, and by holding regular intercultural training sessions.

ElringKlinger exercises its duty of care in its working relations with disabled people in particular. The Group promotes a culture of inclusivity that takes account of the skills and talents of individuals; it has collaborated with social institutions like the BruderhausDiakonie for many years. In general,

Diversity & equal opportunities

	2022	2021
Number of employees with severe disabilities	194	186
Absolute number of employees		
in partial retirement ¹	146	105
on maternity leave ¹	10	13
on parental leave ¹	79	84
Part-time	430	457

¹Employees at the German Group sites.

Treating different linguistic and cultural backgrounds as equals and promoting individuality are second nature to ElringKlinger.

severely disabled staff and employees suffering from health impairments can expect specific support and special protection from the Group. In the year under review, ElringKlinger employed 194 people with severe disabilities.

ElringKlinger's Code of Conduct includes a commitment to treating both genders equally and offering all employees equal opportunities. Irrespective of target figures, the Group supports people of all genders equally when it comes to taking responsibility. In line with legal obligations, ElringKlinger publishes mandatory targets for women in managerial positions in its corporate governance statement. For the period to June 30, 2027, the Management Board has defined targets of 20% and 25% for the first and second levels below Management Board level.

Reconciling professional, family, and private life

In today's society, reconciling professional life, family life, and personal interests has become a very high priority and an indicator of quality of life. This is another area in which ElringKlinger accommodates societal developments through modern working time models with individual arrangements, such as working from home, flexitime, and part-time contracts. A general works agreement on the introduction of sabbaticals was published in 2022 with a view to reconciling specific stages of private life with professional demands.

ElringKlinger also works with a service provider to offer staff members who are caring for relatives a range of advice and care plans.

SUCCESS FACTOR OF THE FUTURE

The process of transformation within the automobile industry is well under way. The world of people management is also evolving. In this interview, Dr. Markus Keddi (Vice President Human Resources) explains how ElringKlinger is equipping its employees with the skills they need to meet the challenges of the future and why it is so important to develop the company's corporate culture.

Dr. Keddi, the automotive industry and thus also ElringKlinger are in the midst of transition. What impact will this have on ElringKlinger's employees?

The transformation process will have a major impact on our employees. The roles themselves, but also the way in which work will be performed in the future, are changing. Our task here is to prepare our workforce for the challenges of the future and at the same time allay any fears they may have. We want to achieve this by inspiring confidence through the transfer of new competencies. After all, transformation creates new framework conditions, markets, and products. ElringKlinger is committed to empowering its employees with the help of state-of-the-art learning formats in which continuing education and training can be provided flexibly and independently of time, thus enabling us to implement measures tailored to individual learning preferences.

What are the cornerstones of your HR strategy?

We have aligned our HR strategy with the Group strategy, which includes setting targets for the period up to 2030. Our HR strategy is based on four areas of action: digitalization, professional advancement of skilled workers and managers, leadership and culture, and further professionalization of the HR role.

We are digitalizing our processes step by step and interconnecting HR-relevant data. In doing so, we are looking to become even more efficient and customer-oriented in my department. Another field of action is the future recruitment, development, and retention of our skilled and managerial staff. We want to ensure that we continue to have sufficient talent available for specialist tasks and future-facing endeavors. To this end, ElringKlinger is strengthening its efforts to identify and develop the next generation of skilled workers and managers. The aim is to nurture these talent pools within the Group to an even greater extent than has been the case to date. We are looking to fill up to 75% of our future management positions with our own young professionals. The third field of action is leadership and culture. ElringKlinger will continue to evolve its corporate culture in order to meet the challenges posed by the transformation of the automotive industry. In particular, we want to develop further in respect of innovation and cooperation, customer and market orientation, and flexibility. The fourth field of action in our HR strategy includes efforts to further professionalize the HR department. Our aim is

75%

“We are looking to fill up to 75% of our future management positions with our own young professionals.”

» We want to ensure that we continue to have sufficient talent available for specialist tasks and future-facing endeavors. «

Dr. Markus Keddi, Vice President Human Resources, ElringKlinger AG



to make HR work and the progress achieved in the context of our professionalization measures measurable on the basis of key performance indicators. In addition, as a next step we plan to ask our internal partners for their opinion on our services for the purpose of evaluating our processes based on this feedback.

How can all employees be successfully involved in the change process and be encouraged to embrace it?

There is no doubt in my mind that good communication is of central importance if we are to succeed in bringing our employees on board and inspiring them as we pursue our path of transformation. Therefore, our ambition is to communicate clearly and transparently so that our workforce understands where we are and where we want to go. We have to indicate clearly what the opportunities are with regard to the transformation process and why they exist. This also includes an honest assessment of the risks involved.

» Sustainability has the potential to inspire, particularly as we are seeing a growing interest among jobseekers to work for employers who act in a sustainable manner.«

Dr. Markus Keddi, Vice President Human Resources,
ElringKlinger AG

ElringKlinger considers the transformation of the automotive industry to be an opportunity and has drawn up its Strategy 2030 with this in mind. However, this strategy is by no means restricted to the Group's product portfolio. What role does the further development of corporate culture play for ElringKlinger?

The culture of a company should never be viewed as an isolated space; it is, of course, influenced and, in many cases, driven by external factors. This is a normal evolutionary process that we too must embrace. I believe that a company's culture has to be flexible. In this case, those who have adapted to these changes rapidly and nimbly are likely to prosper. No doubt, corporate culture is a key success factor for the future and radiates into many areas. With this in mind, ElringKlinger's Group Strategy 2030 also focuses on evolving our corporate culture.

What efforts are you making to advance the company's culture in your line of work?

The first step is to determine the status quo in order to see where we stand and what we may have to adjust to reflect regional differences within our Group. We have also established the Corporate Transformation department in HR corporate unit, which is tasked with consolidating and driving forward all activities in this area in the future. If we are to successfully develop our corporate culture, it is also essential that we empower our managers to lead the way as ambassadors of ElringKlinger's corporate culture and act as role models with regard to the necessary changes. Here, staff members in the HR corporate unit in particular have to be trailblazers when it comes to leadership and culture, in addition to inspiring colleagues through the example we set. After all, only if we practice what we preach will we be perceived as credible and authentic.

What are the distinctive features of this transition at a company such as ElringKlinger, which has such a long tradition as a family-run business?

ElringKlinger is a fascinating company, with a rich heritage, performance-driven and enthusiastic people, and an exciting product portfolio. We know our roots and are proud of them. Culture is fueled by tradition, and ElringKlinger has plenty of that. The task now is to expand the "house" of ElringKlinger, reinforce the foundations of corporate culture, and further refine its existing culture in respect of innovation and collaboration, customer and market orientation, and flexibility.

The mega-trend of "sustainability" is permeating all areas of the economy and forms an integral part of ElringKlinger's Strategy 2030. How does sustainability affect the area of Human Resources?

For us, it is primarily about supporting the Group's sustainability goals and ensuring that the long-term nature of our actions is apparent. This includes maintaining the highest standard of working conditions worldwide. Other key elements include sustainable human resources planning, fostering employee groups that have been less represented to date, and strengthening the role of women in management positions. Sustainability has the potential to inspire, particularly as we are seeing a growing interest among jobseekers to work for employers who act in a sustainable manner.

Thank you very much for talking to us.

DEVELOPMENT AIMED AT MANAGERS

ElringKlunger runs promotional programs for managers and prospective managers at regular intervals. These professional training sessions – which have names like “EKDrive High Potential Program” and “Senior Management Development Program” – comprise several modules and last for specified periods. The courses also play a part in advancing the Group’s strategic focus on transformation while maintaining sustainable business operations.

Talented employees who are prepared to switch to managerial roles in the next one to three years make up the target group for the EKDrive High Potential Program. The program, which extends over 18 months, is open to all employees of the ElringKlunger Group who meet certain criteria, including a good command of English, a high level of determination, and readiness to travel. Employees wishing to be considered for the selection process, which takes place every two years, may find information and apply on their own initiative via the ElringKlunger intranet.

In 2022, 23 participants completed the EKDrive High Potential Program. During the program, they received made-to-measure training and personal coaching while engaging in workshops, forums, and global summits. Participants worked through the three modules “Accountable to Self” [individual responsibility], “Accountable to Team” [team responsibility] and “Accountable to Business” [responsibility to the company]. These broke down learning processes in the areas of personal and team development into segments while focusing on corporate goals. As one participant from Suzhou in China concluded, “My awareness

of my own ability to influence the process of change and see the bigger picture has expanded massively, along with my capacity for self-reflection. The conversations with my personal mentor, an experienced manager, were especially valuable.”

In practice, the participants were divided into three regional groups, enabling those from the Asia-Pacific, North/South America, and EMEA¹ regions to collaborate closely on specific topics. Global networking for participants was delivered through relevant virtual meetings and a single face-to-face session (because of the pandemic). Procedures for each group were overseen by three regionally based coordinators, who were also available as contact persons, while HR maintained an overview of the core themes from Group headquarters. As Dr. Lucy Tengbeh, Director Training & Development,



One goal of the training programs is to develop leadership skills in order to improve team performance.

» Following a two-day Development Center and a 360° assessment, participants are given feedback on their individual strengths and areas for improvement. On the basis of these results, individual learning plans are devised.«

Dr. Lucy Tengbeh, Director Training & Development, ElringKlunger AG

¹ Europe, Middle East and Africa

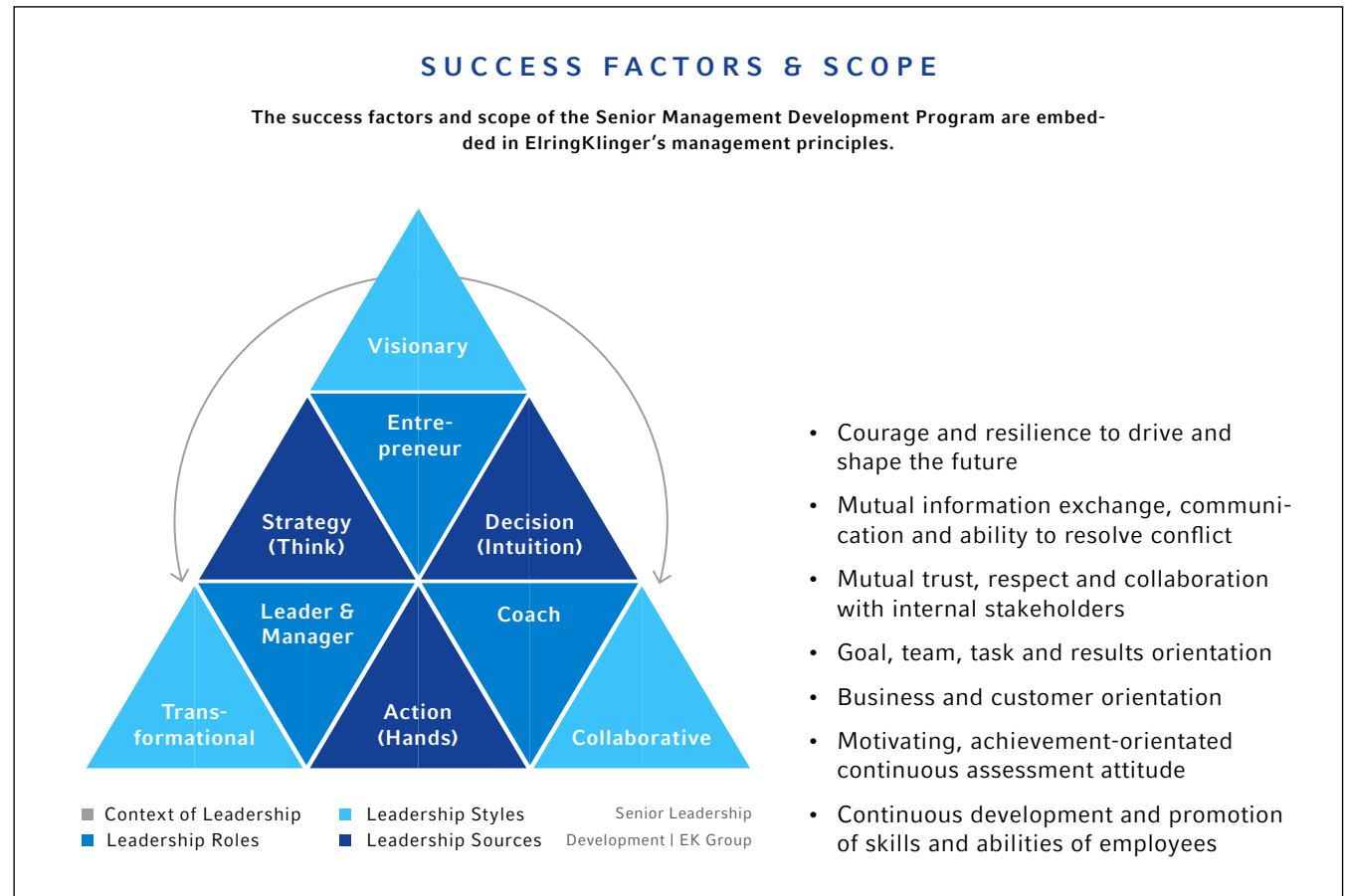
states, “We want the development scheme to set high standards and offer talented employees suitable career development paths. Other valuable benefits include peer networking and the chance for participants to exchange experiences. For the company, the investment pays off many times over as managers pass on what they have learned to their local organizations.”

Another ElringKlinger training format – the Senior Management Development Program aimed at established managers – shows that nothing is so good that it cannot be improved. This course places the emphasis on business strategy and managerial strategy, with leadership skills developed in tandem with wider corporate goals. Since these goals are invariably linked to structural and digital change and depend on sustainable and responsible actions, the program sets out to build leadership skills with a view to meeting the entrepreneurial challenges of the future. The stated aims of the course therefore include having the courage and resilience to influence and drive change, as well as excellence in team-based solution finding.

The Senior Management Program lasts for 24 months. The proportion of formal learning by means of static knowledge transfer is low; instead, the course builds on personal experiences and existing expertise to develop and pursue individualized learning plans. This calls for experience-based and feedback-oriented methods like coaching, peer networking, and job shadowing.


New groups joined the two development programs in March 2023. While the leaders of the future are now developing skills across seven fields – expertise in their specialisms, communication, teamwork, self-motivation, innovative thinking, strategy, and the courage and capability to make decisions –, their experienced managerial colleagues have embarked on equally absorbing paths. It leads to the ultimate building block, which in fact never ends: learning on the job!

ElringKlinger’s employee promotion programs aim to drive the right people in the right direction at the right time



Social Commitment

ElringKlinger seeks to support sustainable progress in wider society, well beyond the company's portfolio of products and services. The company encourages social commitment through targeted Group activities and through the initiatives of individual employees. These may take the form of projects aimed at improving social situations or enhancing inclusion, which has always been a key concern of ElringKlinger. The company's social commitment also covers donations, sponsorship, and, above all, meaningful contributions to environmental protection and planting projects.



One of many social aid projects inspired by up-and-coming managers at ElringKlinger involves renovation measures at an elementary school in Turkey.

ENVIRONMENTAL ACTION THAT TASTES GOOD!

Nutrition has a direct influence on human health and well-being – and also on the ecological balance, animal farming, the cultural landscape, and many other areas. With a global population of around eight billion, even tiny changes in societal eating habits can have a tangible knock-on effect on these factors. The route taken by foodstuffs from production to consumption therefore presents strong potential in terms of influencing sustainability.

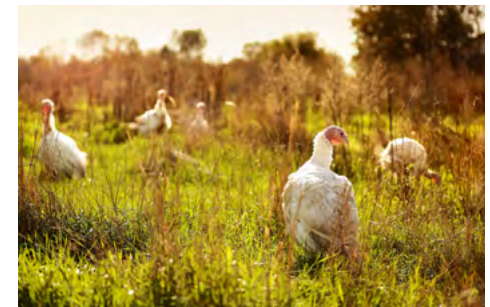
At ElringKlinger's main site in Dettingen/Erms, KOCHWERK Catering GmbH (Kochwerk for short) – a wholly-owned subsidiary of ElringKlinger AG and operator of the company canteen – is committed to promoting sustainability through its daily menus. Delicious, fresh, healthy, affordable, regional, seasonal, organic ... these are the key criteria for the team led by head chef Stefan Thumsch.

ElringKlinger has already implemented a whole range of measures. For example, all ingredients in meals served in the canteen must be sourced from the region, while production must conform to high quality standards. Kochwerk is constantly working to raise the proportion of bio-regional foods while taking smaller producers into consideration. In the ElringKlinger kitchen, free-range turkeys are procured from the nearby Lenningen Valley while male chickens come from a company that also breeds cockerels. "While consciously supporting outstanding suppliers in the region, we aim to bring inclusively managed businesses into the picture," says Stefan Thumsch. With this in mind, ElringKlinger employees eat potatoes grown in the fields opposite the company premises with the involvement

of people with disabilities. Kochwerk took advantage of the neighborly relations to make a sociable gesture: the inclusive team working for the vegetable grower was invited for a meal together – a valuable chance for the disabled staff to see what happens to their products on a visit to an industrial business.

The daily lunch selection generally includes a wide array of salad choices alongside raw fruit and vegetables, soups, and vegetarian dishes. "It is important that ElringKlinger staff find

it easy to enjoy tasty and healthy food," says Stefan Thumsch. Employee satisfaction is apparent from high levels of acceptance, with nearly a thousand meals a day provided at peak times. To ensure high quality across this whole range of meals – bearing in mind that Kochwerk also supplies outside clients – ElringKlinger invested in an efficient kitchen, with state-of-the-art equipment installed in 2020. Also important is the harmonious ambience of the modern dining rooms, which plays a part in the well-being of employees.



More and more of the foods processed in the ElringKlinger kitchen are sourced from regional producers, with sustainability a priority.

The takeaway lunch choices are served in environmentally sound, reusable bowls. All packaging is sustainable and made from recycled (or recyclable) materials. Instead of reusable cups, employees can bring their own cups to the coffee machines. In addition, Kochwerk arranges cooking events and sales counters to draw attention to organic, regional produce such as camelina oil, millet, and dinkel wheat.



» From day to day, my team and I aim to offer the ElringKlinger workforce menus that are tasty, healthy, and environmentally friendly too! «

Stefan Thumsch, General Manager KOCHWERK Catering GmbH, ElringKlinger AG



It's not just the salad plates that are colorful in the company canteen in Dettingen/Erms – the environmentally sound measures that the kitchen team continually implements are also full of color.

In 2022, KOCHWERK Catering GmbH, the ElringKlinger Group company that runs canteens at several of the company's sites, received the "Schmeck den Süden" ("Savor the South") seal of approval. The award from the Ministry of Food, Rural Affairs, and Consumer Protection for the state of Baden-Württemberg is conferred on businesses that use sustainable, regional ingredients in the meals they serve in line with the state's organic certification program. This quality mark guarantees compliance with increasingly stringent environmental requirements in crop production and animal farming at all stages of production and processing.

SOCIAL COMMITMENT FROM JUNIOR MANAGERS

In 2022, our up-and-coming managers around the globe displayed their social commitment. Working in regional teams as part of a training program, they developed ideas for social projects that were subsequently enacted in partnership. A dozen employees from the EMEA (Europe, Middle East, Africa) region supported non-profit organizations whose activities had been impacted by the coronavirus pandemic. Schools, kindergartens, restaurants, and local shops put themselves forward for the offer using a specially created online platform. Based on the background information supplied, the ElringKlinger project team enacted individual aid plans aimed at raising and passing on donations. The active involvement of ElringKlinger employees in renovation work at an elementary school in the Turkish city of Bursa was just one example.



Renovation work at an elementary school in Bursa, Turkey, was a cause for celebration

Overview of Indicators

	Key figure	Page
PRODUCTS AND INNOVATIONS		
R&D spending (in EUR million)	91.8	13
Capitalization ratio	24.1%	13
Research and development ratio	5.1%	13
Patent applications	95	13
R&D staff	609	13
PRODUCTION AND ENVIRONMENT		
Total direct and indirect CO ₂ emissions in t	73,740	21
CO ₂ emissions per EUR 1 million of revenue in t	41.0	21
CO ₂ emissions offset in t	16,000	21
Total direct CO ₂ emissions in t	22,070	21
of which direct CO ₂ emissions from gas, oil, engine test benches, etc. in t	21,200	21
of which direct CO ₂ emissions by the vehicle fleet in t	870	21
Total indirect CO ₂ emissions in t	51,670	21
of which indirect CO ₂ emissions from electricity in t	50,400	21
of which indirect CO ₂ emissions by air travel in t	1,270	21
According to the GHG Protocol		
Scope 1 emissions	22,070	21
Scope 2 emissions	50,400	21
Scope 3 emissions	1,270	21
Absolute energy consumption (electricity, gas, and other energy sources) in MWh	291,600	22
of which electricity consumption in MWh	192,000	22
of which gas consumption in MWh	98,600	22
of which heating oil and fuel in MWh	3,000	22
Absolute energy consumption per EUR 1 million in revenue in MWh	162	22
Electricity consumption per EUR 1 million in revenue in MWh	107	22
Water consumption in m ³	195,900	23

	Key figure	Page
RESPONSIBILITY FOR EMPLOYEES		
Employees as at December 31,	9,540	32
of which men	69.4%	32
of which women	30.6%	32
Proportions by age group		
under 30	15.2%	32
30 – 50 years	60.4%	32
over 50	24.5%	32
Proportion of part-time workers	4.5%	32
Employees on permanent contracts	8,575	32
Work-related accidents leading to more than 3 days off work		
1,000-employee incident rate	13.1	33
Number of employees with severe disabilities	194	34
Absolute number of employees		
in partial retirement	146	34
on maternity leave	10	34
on parental leave	79	34
Part-time	430	34

IMPRINT

ElringKlinger AG
Max-Eyth-Straße 2
72581 Dettingen / Erms
Germany
Phone +49 (0) 7123 724-0
www.elringklinger.com

Sustainability contact
Kathrin Graf
Phone +49 7123 724-88279
kathrin.graf@elringklinger.com