

pulse

The ElringKlinger AG Magazine
Issue 2025



Creating Impact

ElringKlinger's SHAPE30 strategy is the answer to the challenges posed by market transformation. What lies behind the five success factors and which direction does ElringKlinger want to take in the future?

Electrifying the Future

The electric drive is essential to the mobility of the future. ElringKlinger has been focusing on alternative drive concepts for over two decades and has established itself as a specialist in the field of e-mobility.

The Reason Why

Corporate culture is a key success factor in the context of the SHAPE30 strategy. We asked ElringKlinger employees around the world to tell us what drives and motivates them.

elringklinger

ElringKlinger – BRIEF & COMPACT

As an automotive supplier, ElringKlinger develops high-tech solutions for all types of drive system, the aim being to actively shape the present and future era of sustainable mobility.

EUR **1,803** MILLION

was the total revenue generated by ElringKlinger in the 2024 financial year.

5.3 %

of Group revenue was spent on research and development in the year under review.

9,078

#transformationpioneers, around the globe, were employed by ElringKlinger as of December 31, 2024.

ElringKlinger

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Dear Readers,

The world is changing faster than ever before. This is having a considerable impact on the automotive industry too, with the effects already being felt. At ElringKlinger, we have resolved to seize the opportunities that these changes present in an effort to shape a successful future. This will also mean changing our own practices and ushering in new approaches.

It is a course we have already adopted through the SHAPE30 transformation strategy, which defines five success factors as the tools needed to actively manage change. We are shaping the ElringKlinger Group of tomorrow by industrializing our innovative products (#1 Product Transformation), while generating lasting added value (#2 Sustainability) for our future. We are implementing efficient processes and continually optimizing our system of key metrics to oversee the Group (#3 Process and Performance Excellence). Factor #4 Digital Transformation will influence the everyday working routines of tomorrow and create new and efficient opportunities. All of this will be incorporated into the progressive and responsive #5 Corporate Culture that makes ElringKlinger such an attractive organization.

For us on the Management Board, there can be no doubt: we are paving the way for further innovative technologies from the ElringKlinger Group, while producing answers to the challenges of the present and the future. Operational implementation of the first high-volume series production orders for e-mobility applications is already under way, and the Group is preparing for more such projects. At the same time, traditional business continues to form the backbone of our activity – so we will be well prepared in case the transformation of the sector should slow down.

Pioneering spirit was, and remains, the engine of success for ElringKlinger as the company moves towards a sustainable and mobile future. On the following pages, we invite you to explore a world of innovative technologies.

Thomas Jessulat,
CEO of ElringKlinger AG





Peak Performance. Zero Emissions.

When it comes to road traffic, heavy-duty vehicles in particular are prime candidates for a reduction in carbon emissions. At the same time, however, alternative drives need to meet exacting requirements: they have to be economical, powerful, and quick to refuel. Embracing the capabilities of hydrogen, EKPO Fuel Cell Technologies has launched its most powerful fuel cell stack module to date, the NM20.

26

A Question of Attitude

Sustainability is considered a key to ElringKlinger's success – in environmental, social, and economic terms. It is not without reason that it is one of the five success factors enshrined within the Group's SHAPE30 strategy. Six areas of action were defined as part of the sustainability strategy. These provide the framework for a number of initiatives and show how strategic thinking and action can help shape the future.



30

46

All you Need

The Aftermarket business represents a cornerstone within the ElringKlinger Group. Accompany the Group's Vice President of the Aftermarket business unit on a typical working day and experience how ElringKlinger's vision of being the "preferred partner" is embodied in day-to-day customer engagement.




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Shapeshifter

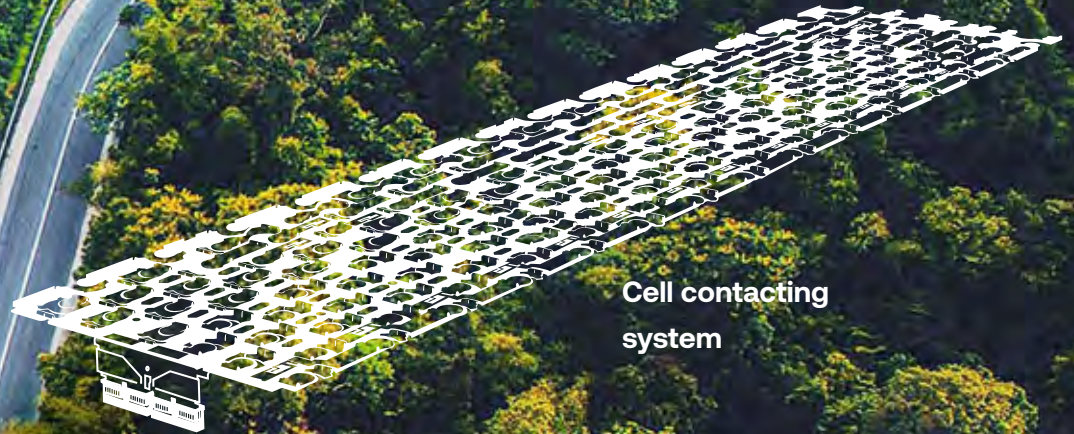
ElringKlinger Kunststofftechnik boasts a track record of more than 50 years as an innovation-driven specialist for high-end applications. With seals, tubing, and modules made of high-performance plastics, it is a shapeshifter – in the true sense of the word. We take a look behind the scenes and present three exciting products relating to medical technology, the semiconductor industry, and energy storage systems.

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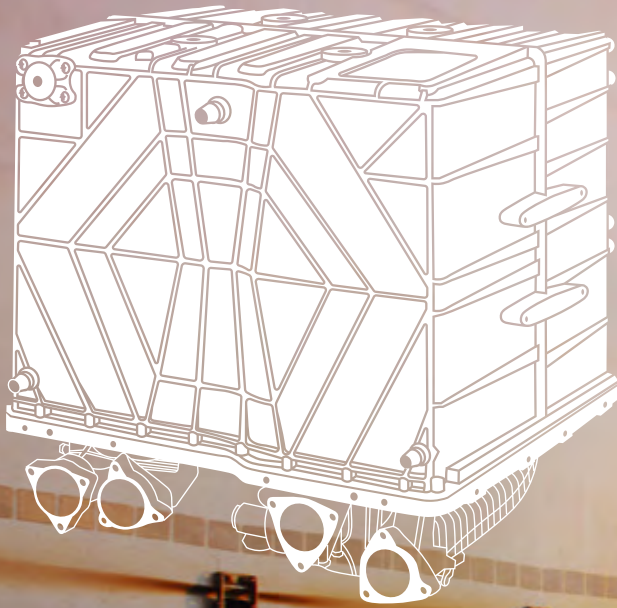
**What if ElringKlinger's
innovative cell
contacting systems
were to be put to use
in battery-powered
electric vehicles
around the globe?**



Cell contacting
system

► Around 17 million electric vehicles were sold worldwide in 2024, which includes both purely battery-electric cars and plug-in hybrids. This represents a year-on-year increase of 25%, while the figure for China, as the front runner, is as high as 40%. Today, close to one in five cars sold worldwide is electrically powered. ElringKlinger was quick to position itself as a specialist in electromobility and can now look back on more than a decade of experience as a series supplier in the field of battery technology. Our portfolio includes the latest generation of cell contacting systems in various configurations – tailored precisely to customer requirements. Large-scale series production takes place at several sites around the globe, the emphasis being on process reliability, cost streamlining, and best-in-class quality. Building on these capabilities, we are well prepared when it comes to further expanding our market position around the globe and accelerating electromobility in partnership with our customers.

Stack module NM20

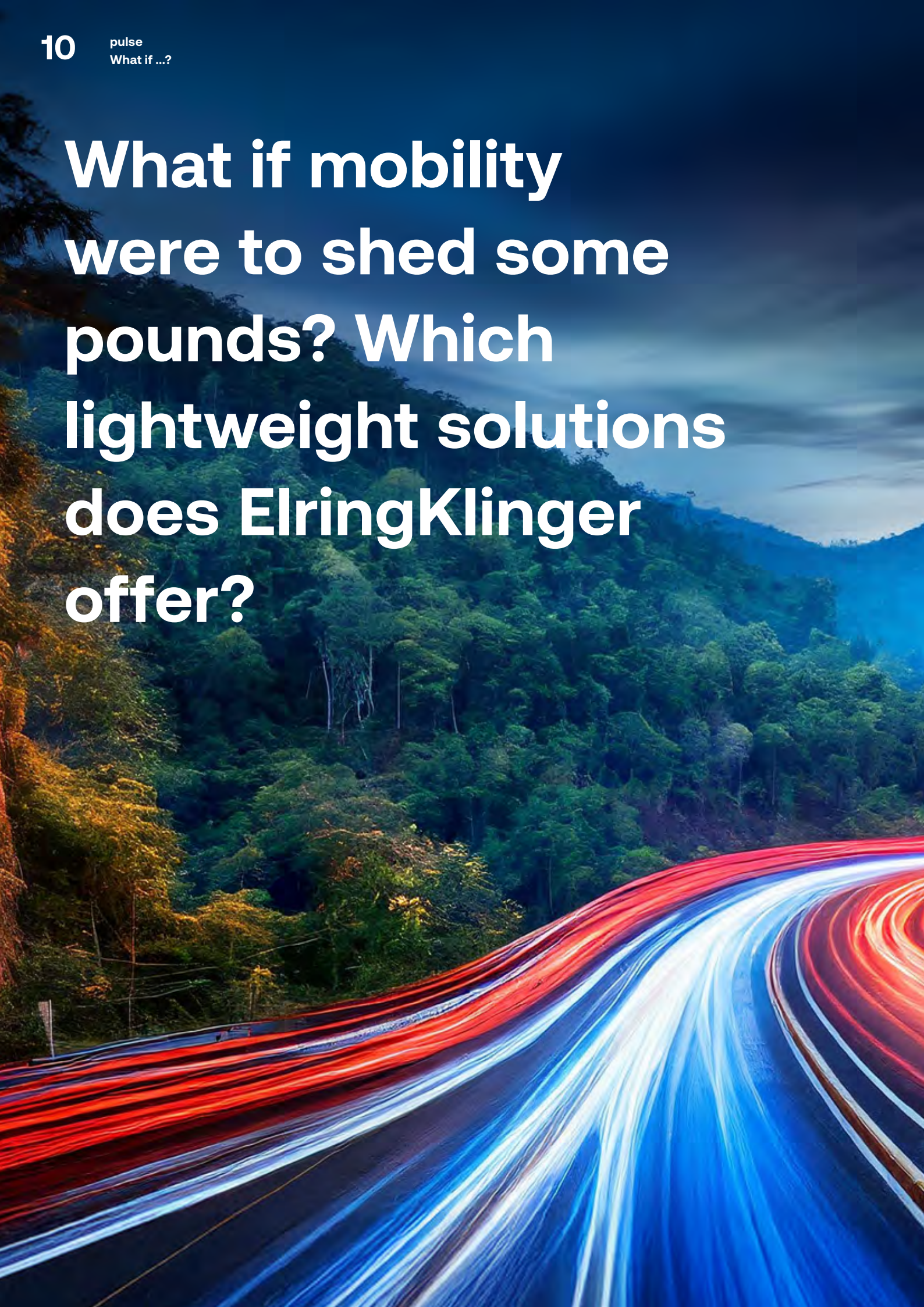


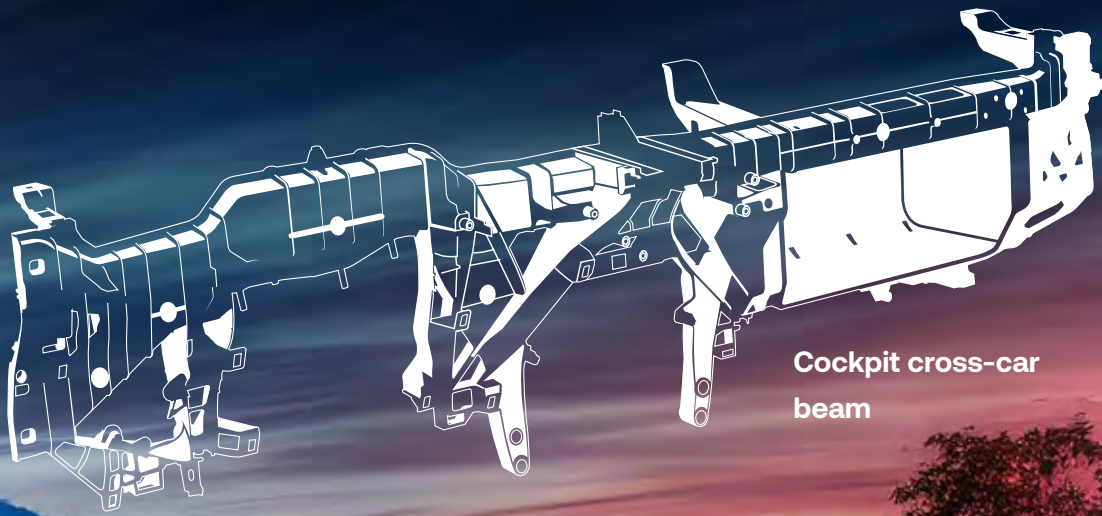
► The global transportation sector accounts for more than seven billion tons of carbon emissions every year. After passenger transport, freight haulage is the second largest polluter on the roads at just under 30%. Other pollutants include nitrogen oxides and particulates. In this case, drive systems powered by fuel cells offer several advantages: extended range; short refueling time; the possibility of expanding existing filling station networks with hydrogen pumps; water vapor as the only exhaust emission; and full carbon neutrality, provided the production of hydrogen used to refuel the vehicle is based on electricity from renewable energy sources. Through its joint venture EKPO Fuel Cell Technologies, the ElringKlinger Group supplies fuel cell stacks boasting high power density, durability, and efficiency. They are manufactured on the basis of highly automated and cost-effective processes, a particular emphasis being on heavy-duty applications. One thing is clear: commercial vehicles play an essential role when it comes to decarbonization and climate-friendly mobility.

What if heavy-duty vehicles were mainly powered by fuel cells in the future?




**What if mobility
were to shed some
pounds? Which
lightweight solutions
does ElringKlinger
offer?**





Cockpit cross-car
beam

► Less weight translates into an extended range for electric vehicles and reduced fuel consumption for other types of drive system. Lightweight construction thus represents a key technology in the automotive industry and other sectors, especially when it comes to achieving ambitious climate action targets. Here, too, ElringKlinger is able to excel, drawing on its systems expertise and delivering customized solutions of the highest quality. Among the prime examples are cockpit cross-car beams based on plastic-metal hybrid technology, ElroSafe™ underbody shieldings and structural housing components for battery or hydrogen-powered vehicles, metallic ElroForm™ battery or inverter covers, balancing discs in weight- and cost-optimized designs, and sealing systems with additional integrated functions. The focus is on weight reduction, design flexibility, functional integration and optimization, robustness, recyclability, and efficiency. It's about “making light work” of mobility challenges – for a sustainable future.



► Phased plan, fleet limits, fines, ban on combustion engines, e-fuels – the EU has set itself the clear goal of becoming climate-neutral by 2050. Debate is still ongoing as to the most appropriate path to take and how to adapt the EU's framework. In this context, transparency and calculability are essential. Public discourse is also centered on the possibility of taking a technology-agnostic approach to the transformation process within the automotive industry. For example, e-fuels, i.e., synthetic fuels produced by harnessing renewable forms of energy, could pave the way for decarbonizing millions of existing vehicles equipped with conventional combustion engines as well as new vehicles. Several major automotive companies have now adapted their strategy in an effort to establish a broad and flexible presence. What does this mean for ElringKlinger? Be it electric, hybrid, or conventional drive systems, we can draw on decades of extensive expertise and offer customized solutions in the fields of battery and fuel cell technology, electric drives, sealing systems, metal forming, and lightweighting. In addition, many of our components, e.g., for the vehicle body or interior, are essentially drive-independent. Furthermore, we provide an extensive range of spare parts for the aftermarket. Our aspiration is, and will always be, to supply key components and systems for the mobility of the present and the future.



What if the EU framework for the automotive industry were more technology- agnostic?

CREATING IMPACT



One of the fundamental concepts in philosophy is that every effect has a cause. The principle that nothing happens without a reason also holds true for ElringKlinger's SHAPE30 strategy. The latter represents the company's response to the challenges of transformation and changing mobility needs. What exactly do the five success factors entail? How are they embedded within the Group? And, which direction does ElringKlinger want to take in pursuing this strategy?

Mr. Jessulat, mobility is all about movement. How do you get around?

Sometimes on foot, sometimes by train, and occasionally by plane. But if you are referring to my car, then fully electric with a vehicle that features our cell contacting system. The drive technology is impressive, and thanks to the state-of-the-art 800V system, charging times are very short.

There is currently fervent debate about postponing the ban on combustion engines. Conventional drive technologies appear to be on the ascendancy again. Is the carbon-neutral drive destined for irrelevance in the near future?

You have to take a more differentiated view of that. Debate is only centered on the pace of transformation. A postponement does not mean a 180-degree turn, but it would give the automotive industry more time. Fundamentally, however, the trend towards electromobility remains intact.

How is ElringKlinger facing up to this transformation?

ElringKlinger was an early mover in gearing itself up for new drive technologies. We have been involved in fuel cell technology for over two decades and have been a series supplier of cell contacting systems for more than ten years. Products from our Lightweighting/Elastomer Technology, Metal Sealing Systems & Drivetrain Components, and Metal Forming & Assembly Technology business units have featured in all-electric vehicles for some time now. This provides us with a broad product portfolio in the field of electromobility. In the event of a slowdown in the pace of transformation, we will continue to leverage our strong market position in the traditional areas of business.

What are your next steps in the field of electromobility? How are you preparing ElringKlinger for the future?

We have laid a solid foundation for the transformation of the Group in recent years. Production relating to two

major orders for cell contacting systems is ramping up at our E-Mobility site in Neuffen. We are currently building a Battery Hub for the Americas region in South Carolina. Production of cell contacting systems is also set to commence in Asia in the near future. At the same time, EKPO is taking a global approach with its fuel cell technology. And yet these steps are not enough to ensure that we will still be competitive in 2030.

Does that mean transformation at ElringKlinger will be going even deeper?

Yes, we need to hone the Group's profile and position it for the future in a targeted manner.

... "targeted" means what exactly?

... that we take an all-embracing approach with regard to the Group's structure and portfolio and keep our sights firmly set on our goal. It is essential that we increase the Group's profitability in order to be able to operate flexibly at all times in 2030 too. Until then, the automotive industry will continue on a path of significant transition. This is apparent even today when you look at the new players within the market and the way in which the key automotive regions are developing.

How do you intend to hone the Group's profile?

Our SHAPE30 Group strategy provides the framework for this. In applying it, we intend to follow a clearly defined path through the profound transformation of the industry. We will be analyzing the markets and using the findings to evaluate the future viability of our product groups. This forms the basis for decision-making with regard to our site strategy.

The divestment of the two plants in Sevelen and Buford serves as an example of such a decision-making process. The same applies to the decision to no longer pursue our system business for electric drive units. The discontinuation of operations at the plants in Thale and Fremont also falls into this category. In addition, we have conducted a strategic realignment of the Metal Forming & Assembly Technology business unit.

With regard to these measures, it should be noted that the emphasis is on profitable product groups and business units. We are withdrawing from loss-making activities, driven by our focus on the goal of improving our financial metrics.

Does this also mean that you will be taking further steps?

Against the backdrop of industry transformation, it is imperative that we are able to adapt whenever necessary. Facing this process of profound change, we need to stay determined in the pursuit of our chosen path. We are committed to analyzing and reviewing the situation on an ongoing basis and will take further measures if necessary. Always with a focus on sustainability and profitability.

What do you envisage for ElringKlinger in 2030?

In 2030, ElringKlinger will be a focused technology group with key products for mobility, built on our expertise and tailored to the needs of our customers. In 2030, we will generate more than 50% of our revenue with products beyond the combustion engine, having ramped up our major series production projects. Our strong market position relating to traditional products will form the backbone of this transformation. Our financial metrics will have improved compared to today's figures, and the Group will be able to react flexibly to requirements. ElringKlinger will be more sustainable and more digital when it comes to its positioning. And our corporate culture provides the foundation needed so that everyone can enjoy working for ElringKlinger and perform at the highest level within the Group.

What do you mean by sustainable positioning?

Well, in recent years we have brought together the Group's various sustainable activities under one roof and developed a sustainability strategy. Guided by our purpose statement, we intend to safeguard our competitiveness through sustainable positioning. This starts with the products: not only should



#1

Product Transformation

The transformation is already in full swing. We addressed the mega trends at an early stage. Our solutions are focused on delivering added value for customers. Based on our all-embracing strategic approach, we analyze the markets, review our product groups with regard to their future viability, and draw conclusions relating to our structure and our site strategy.



» In applying our SHAPE30 Group strategy, we intend to follow a clearly defined path through the profound transformation of the industry.«

Thomas Jessulat, CEO ElringKlinger



With the start of large-scale production orders, ElringKlinger is entering a strategic growth period and aims to generate more than 50% of its sales from products beyond the combustion engine by 2030.

they contribute to sustainable mobility, but they should also be manufactured as sustainably as possible. In this context, both raw materials and suppliers play an important role, also when it comes to determining as reliably as possible and improving our product carbon footprint, i.e., ultimately the CO₂ emissions of our products. We need that for ourselves. But we also need it for our customers so that they can drive forward their decarbonization efforts.

Alongside environmental indicators, social aspects such as respect for human rights, fair wages, and the absence of child labor are also important aspects within the value chain. These are points that would appear to be self-evident to us in Europe, but this is not always the case.

#2

Sustainability

Sustainability is part of ElringKlinger's DNA. The company's products help to reduce carbon emissions. The social dimension can be traced back to company founder Paul Lechler, who donated part of his profits for charitable purposes as early as the 19th century. We also consider transparent corporate governance to be a fundamental principle. ElringKlinger is committed to safeguarding its competitiveness through sustainable positioning and action.

That's true. Sustainability covers not only environmental issues but also the aspects of social responsibility and transparent corporate governance.

Exactly. ElringKlinger plays a particularly active role when it comes to social issues. In Mexico, for example, we have a team of volunteers and regular fundraising campaigns for socially disadvantaged people. In China, India, and South Korea, employees are committed to helping those suffering from hearing loss. At the Group headquarters in Dettingen, employees took part in the "Sternenwunsch" campaign to fulfill the Christmas wishes of children from families with limited financial resources. These initiatives are all very different in nature and reflect the philosophy of our company founder Paul Lechler. He had made an agreement with his father in the 19th century to donate part of his profits to charity. This agreement lives on to this very day through the Lechler Stiftung, a charitable trust that uses part of ElringKlinger's profits for social causes. As you can see, sustainability is an integral part of ElringKlinger's DNA.

That is quite impressive. In addition to sustainability as a success factor, you also mentioned the success factor of digital transformation. What is the approach here?

Digital transformation is a key factor in making us fit for the future and at the same time fulfilling our vision of being the preferred partner to our customers. After all, our customers want to be able to trace their products so that they have a full understanding of their value chain at all times. This "traceability" requirement calls for comprehensive digitalization in production; the "digital twin" of our products is just as much a goal as the "digital factory" itself. But the digital world is not just of relevance in production. It is also imperative that we set up our processes as a whole in such a way that they are effective and time-efficient. In doing so, we can create additional scope for other tasks, such as the pursuit of innovative product ideas.

#3

Performance & Process Excellence

ElringKlinger structures its processes in such a way as to ensure they are stable, reliable, and transparent. This involves thinking in end-to-end processes – holistically and across departmental boundaries. A system of key metrics was established to assess the processes in respect of progress, maturity, and success. Optimized processes allow us to achieve the best possible performance and offer our customers significant added value through enhanced productivity.

That sounds like a far-reaching transformation. How do digitalization and processes interact?

Processes are central issues. We have experienced strong growth over the past twenty years, with revenue more than tripling since 2005. At the same time, we have become more global in the way we position ourselves, with a broader product portfolio. In addition, we have seen considerable advances in technology over the last two decades. It's easy to forget, but smartphones, for example, didn't really catch on until 2007. The world has evolved rapidly since then. Just think about all the things we do with our smartphones today.

If you take these three factors together – growth, breadth of portfolio, and technical capabilities – it becomes obvious that the Group has to work differently today than it did in the past. It simply wouldn't be successful otherwise. We will have to take this approach further so that the way we work in 2030 is still in line with the state of the art. For our benefit and, above all, for the benefit of our customers.

And what will that look like?

In very abstract terms, we have to describe in processes what we do and where the responsibility lies from a functional perspective. Processes must never be person-dependent. We have to ensure that these processes are stable, robust, and reliable. We have defined metrics to determine how stable they are and manage them accordingly. We have already come a long way in that respect. All of this is part of our "Process Excellence @ ElringKlinger" initiative, or PEEK for short. In this context, we have also established four end-to-end processes that we must always master across all units in order to ensure success in development and production. All of this feeds into our EKOS operating system, which is undergoing continuous refinement. One of the core elements of EKOS is our focus on stakeholder satisfaction – customer satisfaction but also staff and shareholder satisfaction. This gets to the heart of SHAPE30: being a preferred partner, embracing a progressive corporate culture and enhancing profitability in order to be able to act flexibly at all times.



#4

Digital Transformation

Digitalization allows us to establish effective processes, which also includes the aspect of time and resource efficiency. ElringKlinger is building a system landscape via digital platforms in order to manage processes even more effectively on the basis of real-time and user-oriented information and to react even faster to market changes. The associated efficiency gains create additional scope for team members to engage in other value-creating activities.

#5

Corporate Culture

A progressive corporate culture that is receptive to change and at the same time target- and values-driven forms the basis for the further transformation of ElringKlinger. This is based on a value system of Trust & Reliability, Passion & Team Spirit, Integrity, Sustainability, Innovation, and a Focus on the essentials. Among the cornerstones of success are entrepreneurial thinking, individual commitment, and a constructive feedback and failure culture.



» We need to hone the Group's profile and position it for the future in a targeted manner.«

Thomas Jessulat, CEO ElringKlinger

What do you mean by a progressive corporate culture?

First and foremost, you need orientation. Everyone in the Group has to understand our purpose; it's about "the reason why": why does the company exist? Then, it is important that the Group has answers to the "what" and "how": What vision do I want to achieve and how? Closely linked to this is a framework of values that the Group has to embrace with every fiber of its being. We have worked hard on this issue.

Can you give us a few details?

Our corporate purpose "Pioneering Innovative Technologies for a Sustainable Future" captures exactly what I described with regard to our focus on technology and sustainability. Our vision "The Preferred Partner in Driving Innovative Technologies" expresses our aspirations in the area of customer centricity, but not only that. We want to be the "preferred partner" from both an internal and an external perspective. This also means being an attractive and good employer – where people enjoy engaging with each other. All of this is implemented with the help of our success factors, the idea being to shape and mold the Group according to the standards set out therein. Progressive corporate culture refers to the working environment, leadership, daily motivation, team cohesion, honest communication, an appreciative failure culture, transparent decision-making, and a wide range of personal development opportunities.

ElringKlinger's roadmap is in place then. A final question: What do you expect from 2025?

2025 will not be an easy year. The fundamentals are extremely challenging – both economically and politically, in all regions of the world. At the same time, our industry is in transition, which means that we have to adapt to a wide range of changes. Against this backdrop, we will take a determined approach to further implementing our SHAPE30 Group strategy in 2025.

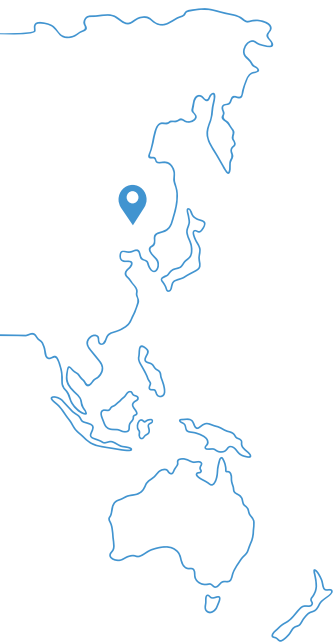
Electrifying the Future



In the field of battery technology, ElringKlinger offers high-performance components like cell contacting systems for drives and auxiliary equipment.

#1 Product Transformation

Electricity is an integral part of our daily routine and also makes many aspects of our lives more sustainable. On roads, rail, and in the air, electric drive systems are continuing to gain traction worldwide as a means of achieving climate-neutral mobility of the future. ElringKlinger's commitment to alternative drive concepts spans a period of two decades. As such, it was an early mover in positioning itself as a specialist in e-mobility. Thus, rather than having to find its feet as it embraces the process of transformation, it can draw on long-standing expertise and a proven track record as a series manufacturer of cutting-edge products.



In Asia, preparations are currently underway to start producing cell contacting systems.

Shaping electric mobility

The demand for shorter charging times and longer ranges means that battery technology is the key to the successful electrification of the drivetrain. In this segment, ElringKlinger benefits from the requisite expertise in development, industrialization, and manufacturing to be able to offer the market technically mature, series-ready products. Customers can choose from customized or standardized designs, modular solutions, or individual components, ensuring maximum flexibility.

An electrifying product range

The ElringKlinger Group's e-mobility portfolio comprises a wide range of solutions for battery modules based on prismatic or cylindrical cells in the low- and high-voltage range as well as complete battery storage systems. This modular approach accommodates different storage capacities depending on the application. These range from standard applications, e.g., 5 kWh to 20 kWh for a forklift, to high-performance automotive applications requiring 100 kWh and more. At the component level, ElringKlinger offers cell contacting systems that meet the most stringent technological and quality requirements. The associated development services include theoretical design with CAD, simulation, prototyping, and validation. The subsequent production processes for the cell contacting systems are based on the Group's long-standing core competencies (plastic

injection molding, punching, and the assembly of complex modules) and therefore enable a high proportion of added value across the entire manufacturing process. Several fully automated production lines for cell contacting systems are currently being ramped up. In this context, for example, ElringKlinger will soon be supplying the BMW Group with cell contacting systems for the new EV series from its "New Class" platform.

Expertise and flexibility

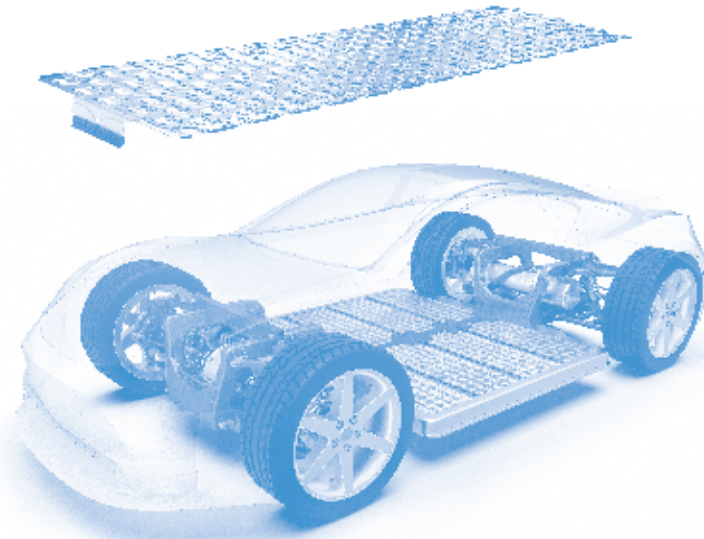
Thanks to its development expertise in simulation, validation, and testing, ElringKlinger as a technology group has the capabilities to address development issues for customer applications, such as battery cell aging, using a wide variety of approaches centered around simulation and real-world testing at cell, module, and system level. The major advantage for customers is that, from development and prototyping to testing and serial production, everything at ElringKlinger comes from a single source.

Customer focus

ElringKlinger is continuing to take this approach and is building on its expertise in battery technology, by (a) expanding the Neuffen site and ramping up production there and (b) establishing a new battery development center and adjacent production facility in South Carolina, USA. The objective is to further develop the product range with a focus on adding value for customers. To this end, ElringKlinger aims to extend its customer base for existing and new products and applications. To achieve this, the Group has developed an integrated strategic approach that interconnects product groups, market strategy, and site strategy.



ElringKlinger is opening a new facility in Easley, Pickens County, in the north-west of the US state of South Carolina.



For more than ten years now, ElringKlinger has been producing cell contacting systems in large volumes. Positioned on the cell assembly and welded, they then facilitate the flow of electrical current.

Looking to the United States

The Group company ElringKlinger South Carolina, LLC, established in Easley, South Carolina, USA, in June 2024 is the Group's next step in implementing the SHAPE30 transformation strategy announced in March 2024. It is envisaged that, from 2025, this facility will primarily manufacture battery technology products and will be developed into a center of excellence for batteries for the American market. The US is particularly important for the German auto industry, with renowned manufacturers operating large production facilities there. These plants not only serve the US market; as key production sites, they also export worldwide. Many of these production facilities are located in the southern states of the United States and thus within a very favorable logistical radius for ElringKlinger South Carolina, LLC.

Growth in Neuffen

Not far from the ElringKlinger headquarters, the Group has consolidated all the battery technology activities of its E-Mobility business unit into a center of excellence at the Neuffen site. This is where high-volume orders such as the major series contract for cell contacting systems for the BMW Group or the order placed by a global battery manufacturer will be realized. Establishing the corresponding infrastructure for battery technology is an important prerequisite for accelerating the success of product transformation. ElringKlinger has therefore added a logistics center measuring around 4,500 m² to the existing 13,500 m² production area. In the meantime, more than 350 #transformationpioneers are employed in Neuffen in this business unit and in production. The investments made in the strategic growth area of battery technology will equip the company and the Neuffen facility for handling the ongoing large-scale production of battery components, modules, and systems.



13,500 m²

The existing production area in Neuffen was expanded by a logistics center with around 4,500 m² to a total of 13,500 m².

» Thanks to our strength as an innovator, we can already provide answers to the questions of the future and overcome the challenges of progressive transformation as a driver of innovation.«

Jürgen Weingärtner, Senior Vice President Electric Drive and Battery Technology

3 questions for

Jürgen Weingärtner



Jürgen Weingärtner, Senior Vice President Electric Drive and Battery Technology, and his team at the Neuffen site are working on solutions for an electrifying future.

1. What do you hope to gain from the battery hub in America?

For the EV market in the United States, experts predict an annual growth in revenue of around 10% in the next few years. With the new battery hub, we aim to be close to our customers, specifically, to their development centers in the United States. Rapidly decreasing development timelines are resulting in more complex projects that are challenging to manage from Europe. The production facility adjoining the battery center will ensure close interaction between the development and industrialization functions, guaranteeing the successful future ramp-up of production based on the Neuffen model.

2. What's the schedule for further ramp-up in Neuffen?

In 2025, we will start production for the large-volume order from the BMW Group for cell contacting systems for its New Class series. Existing production operations will also be stepped up. An additional highly automated production line for another cell contacting system is set to start early in 2026. Work on an order for a battery system based on a battery module with cylindrical cells developed by ElringKlinger is also being intensified.

3. Which new projects or products are in the pipeline?

ElringKlinger is working continually on fine-tuning its modules and battery systems. In Neuffen, we are focusing on our performance module with direct cell cooling and of course also on the next generation of cell contacting systems. In this context, we will be concentrating on design, cost optimization, and technological improvements. We aim to offer our customers improved solutions for cell arrangements, i.e., relating to cell spacing, but also for the functionality of "cell balancing" during charging processes, to allow a further reduction of charging times for battery users.

Proposition 1

Corporate success is shaped by digital platforms



Stephan Gemm,
ElringKlinger

In his role as Chief Information Officer, Stephan Gemm is responsible for the Group's global IT landscape. Together with his team that operates from several centers of excellence around the globe, he is paving the way for the company's digital transformation – Success Factor #4 of the SHAPE30 Group strategy.

Fact 1

At present, five digital business platforms are designed by ElringKlinger to improve internal networking and deliver greater transparency. This allows team members to contribute also cross-functionally with greater efficiency to solutions that are both more creative and more multifaceted – on the basis of an integrated end-to-end approach.

Proposition 2

Data-driven decision-making forms an integral part of the digital transformation

7

Propo- sitions

on Digital Transformation

#4 Digital Transformation

In which way will technology continue to shape the automotive industry as a whole? What role are digital platforms likely to play and what does this mean for process and system landscapes? Stephan Gemm, Chief Information Officer, and Fabian Hörz, Director Global Strategy & Digital Transformation, examine selected propositions.



Fabian Hörz,
ElringKlinger

In his capacity as Director Global Strategy & Digital Transformation, Fabian Hörz and his team played a pivotal role in structuring SHAPE30. In addition to focusing on the Group's strategic direction, he is also committed to its digital transformation.

Proposition 3

Internal and external collaboration is governed by digital skills

Fact 3

Digital systems have become an integral part of today's world of work. In this context, employees' receptiveness to new technologies and their commitment to personal change are of crucial importance of digital collaboration at both an internal and an external level. It is with this in mind that ElringKlinger fosters the continuous professional development of its employees through a wide range of training programs and digital learning systems.

Fact 2

ElringKlinger relies on data-driven decision-making in an effort to remain competitive and improve processes on an ongoing basis. A case in point is the real-time analysis of production data, which enables us to identify bottlenecks at an early stage and adapt processes in a more efficient manner. This, in turn, helps to cut production times and improve product quality.

Proposition 4

Digitalization enhances supply chain integration

Fact 4

Digitalization provides the basis for improved traceability and transparency along the entire value chain. ElringKlinger uses integrated software systems such as SAP Digital Manufacturing and Extended Warehouse Management, allowing us, for example, to exchange information with customers about the status of our products and their traceability even before they leave our manufacturing pipeline. Working in parallel, our customers in the OE segment are thus able to create a digital twin of the entire vehicle.

Proposition 5

Digitalization helps accelerate sustainability

Fact 5

When it comes to the data involved, corporate sustainability is associated with a high level of complexity. It is an aspect that permeates the entire company, calls for a solid dataset, and is reflected in ElringKlinger's comprehensive system of key performance indicators. Here, too, we deploy specific software for the purpose of quantifying and managing achievements and targets as well as ensuring transparent reporting. Indeed, digitalization can help to speed things up and is considered one of the prerequisites for targeted, sustainable action.

Proposition 6

Cybersecurity and data protection: essential in the digital world

Fact 6

Against the backdrop of more widespread digitalization, an effective data protection against cyberattacks and data loss is essential. Therefore, the security of our systems and data is a very high priority at ElringKlinger. In the context of its protective measures, the company has set up the Security Operations Center (SOC), which monitors the full range of security processes and responds to threats in real time.

Proposition 7

Artificial Intelligence will revolutionize the auto supply industry

Fact 7

There can be little doubt that artificial intelligence (AI) will be an indispensable tool for the economy and society of the future. With this in mind, AI plays a special role in ElringKlinger's digitalization strategy – not least in order to always meet ElringKlinger's ambition of developing innovative technologies for a sustainable future in the role of preferred partner.

Peak Performance. Zero Emissions.

#1 Product Transformation

Heavy-duty vehicles are among the biggest producers of CO₂ emissions in road transport. In this segment, alternative drive concepts must meet particularly stringent requirements, because not only are commercial vehicles large and heavy, they also must transport huge volumes of goods cost-effectively, cover long distances, and allow fast refueling. EKPO's NM20 fuel cell stack module was developed exactly for this purpose.



In the heavy-duty segment and other areas of application EKPO Fuel Cell Technologies is focusing its efforts on hydrogen. With the new NM20, the company has launched its most powerful fuel cell stack module to date. EKPO has extensive expertise in the development, industrialization, and manufacture of fuel cell stack modules and components. These products are based on PEM technology, i.e., the focus is on proton exchange membrane fuel cells (PEMFC). Already, EKPO can draw on expertise across the entire process chain and operates a highly automated, cost-efficient manufacturing facility to automotive standards with a capacity of around 10,000 stacks per year.

How does a fuel cell drive work and what are its benefits?

Just like battery-electric vehicles (BEVs), FCEVs (fuel cell electric vehicles) are powered by an electric motor. The crucial difference is that the power does not come from built-in batteries charged by means of an external power source. Instead, FCEVs generate the necessary electricity themselves with their own efficient power generation unit on board: the fuel cell. The fuel cell functions as an energy converter and produces electrical energy by means of a chemical reaction between the hydrogen in the fuel tank and oxygen from the ambient air. Water (vapor), as a by-product of the reaction, then exits through the exhaust – without any emissions whatsoever. The necessary hydrogen can be produced, for example, through the process of electrolysis, in which electrical energy breaks water down into its separate hydrogen and oxygen components. If the electricity used comes from regenerative sources, the fuel cell drive system is completely carbon neutral. In addition, generation and consumption can be “decoupled” and take place at different times and in distinct locations. Other major advantages of FCEVs are the short refueling time – the hydrogen tank takes just a few minutes to fill – and the possibility of adding hydrogen pumps to existing filling station networks. Moreover, FCEVs offer a large range. For example, trucks powered by fuel cells can cover more than 1,000 km on just one tank.

Key features of the NM20 stack module

At more than 400 kW, the NM20 is the most powerful stack module developed by EKPO to date and was designed especially for use in heavy-duty transport. Other potential applications are in off-highway vehicles, the rail sector, the marine industry, and stationary applications. The key features of the NM20 include high efficiency,

400 kW

At more than 400 kW, the NM20 stack module is EKPO's most powerful model to date and was designed specifically for heavy-duty transport applications.

lower hydrogen consumption, capability for higher operating temperatures, recyclability, and a long service life. These are all based on the high power density that is one of EKPO's hallmarks, which was increased by more than 50% compared with previous generations of the product. Another advantage is that the media module, which is part of the scope of supply, is designed as a customer-friendly, highly functional system interface. It integrates essential functions for operation; in addition to a heat exchanger to preheat the hydrogen from the tank, the media module contains water separators, pressure control, purge and drain valves, and pressure and temperature sensors.

Also included is an ultra-modern monitoring system, which measures cell voltages, detects limit values, combines information, and shares it with the system using a CAN communication interface. But the NM20 represents much more than just a fuel cell stack: the new, modern stack platform performs key functions in the system and as a result offers genuine benefits for system integrators.

In his 1875 novel “The Mysterious Island,” Jules Verne wrote with great vision: “The energy of the future is water, which has been broken down by electricity.” Increasingly, this vision is becoming a reality, because thanks to its versatility, hydrogen is making inroads into the transport, industry, and energy segments as an efficient source of energy. The transformation process is in full swing. EKPO is playing an active role and is making an important contribution to a sustainable future with its innovative fuel cell technology and components for electrolysis.

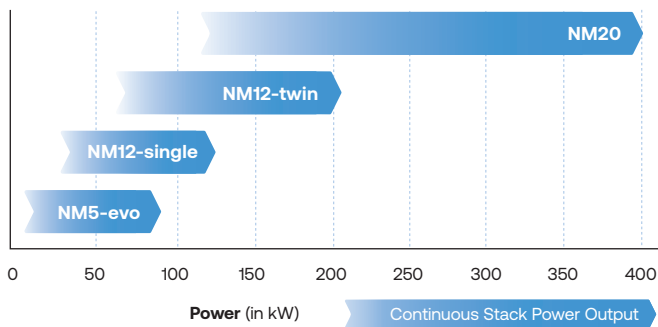
EKPO

EKPO Fuel Cell Technologies GmbH (EKPO), which is headquartered in Dettingen/Erms, Germany, is a joint venture between ElringKlinger AG and French automotive supplier Opmobility SE that was established in March 2021. The EKPO product range includes custom developments and standard solutions for use in the mobility segment as well as in stationary systems and electrolyzers. The four fuel cell stack platforms NM5-evo, NM12-single, NM12-twin, and NM20 cover a power range that spans from 15 kW to more than 400 kW. All models offer a compact design, high power density, durability, and high efficiency. Moreover, EKPO's metal bipolar plates are key components that offer significant advantages in respect of cost efficiency, power density, and cold start capability. The company, which employs around 240 people, holds more than 330 patents.



“Driving hydrogen solutions for a sustainable future”: this is the commitment made by the three managers at the helm of EKPO Fuel Cell Technologies GmbH. As CCO, Dr. Stefan Dwenger (left) is responsible for Sales and Marketing as well as Programs & Application Engineering. CEO Dr. Gernot Stellberger (center) leads the company and oversees Strategy, Finance, Purchasing, Human Resources, and Advanced Development. In his role as COO, Mark Passolt (right) is responsible for Production, Product Engineering, IT, Quality, and Sustainability Management.

Overview of EKPO stack family

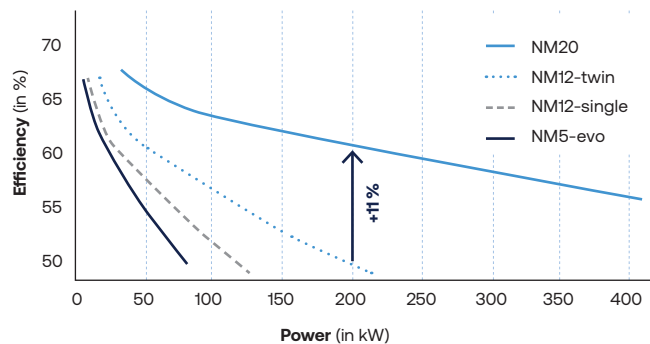


The smallest platform, NM5-evo, operates at max. 370 A with a power output of 76 kW and is mainly used in light commercial vehicles and passenger cars. At up to 570 A, the NM12 platform comes in two versions – the NM12-single (up to 123 kW) and NM12-twin (up to 205 kW) – and is also used in applications with higher power requirements such as buses. The newest platform NM20, designed for the heavy-duty segment, achieves an output of more than 400 kW at a maximum current of 900 A and enables optimum integration into upcoming 800 V vehicle platforms. Apart from a larger active surface area, this is made possible by the huge increase in power density.

» Our latest stack module, the NM20, which is already in the prototyping phase, once again demonstrates our exceptional capabilities in the areas of innovation and industrialization. «

Dr. Gernot Stellberger, CEO of EKPO Fuel Cell Technologies GmbH

Performance and efficiency of the NM20



In addition to a high electrical output, the running costs of the vehicle are also crucial in the heavy-duty transport sector. And this is where the NM20 stack platform has so much to offer: at a stack load point of 200 kW, for example, an absolute efficiency increase of 11% compared with the previous NM12 benchmark can be achieved. This ensures more effective use of the hydrogen on board and reduces the operating costs of the system.

> **25.000** h

The extremely long service life of the NM20 is of crucial importance in the heavy-duty segment in particular.

50%

The power density of the NM20 has been increased by more than 50% compared to the previous generations.

105 °C

With a maximum operating temperature of up to 105 °C, the NM20 stack module can be easily integrated into the respective application and is equipped to handle the most challenging requirements.

57%

The significant increase in efficiency from 48% to 57% at the rated power point results in a further reduction in operating costs.

600

There are more than 600 cells in the stack. The electrical output is in excess of 400 kW.



Stack module NM20
from EKPO

Hy2Tech

Good to know: the development and commercialization of the NM20 is being supported by the German Federal Ministry for Digital and Transport and the Ministry of the Environment, Climate and Energy Sector of the state of Baden-Württemberg in the context of the IPCEI “Hy2Tech” hydrogen program. IPCEI is the acronym for “Important Projects of Common European Interest,” a tool developed by the European Commission to promote innovative and strategically important key technologies. EPKO will receive funding of up to EUR 177 million until the end of 2027.

A QUESTION

#2 Sustainability

ElringKlinger has defined one essential prerequisite in its pursuit of corporate success, and that is sustainability – environmental compatibility, social justice, and economic viability. It is not least for this reason that the Group established a central department in 2023 and drew up a new sustainability strategy, which has been incorporated into the SHAPE30 Group strategy as one of the five success factors. Strategic thinking and conduct have been grouped into six fields of action, which also form the guardrails for a wide range of initiatives.

In 2024, the global population had already reached more than 8 billion; according to the United Nations (UN), this figure is expected to reach almost 10 billion by the middle of the century. This population, too, should have the right to fresh air, clean water, and a healthy diet. Humanity is already consuming the natural resources available to it at a faster rate than they can be regenerated. What is more, greenhouse gas emissions have been on the rise since the beginning of the 21st century – most recently to 39 billion tons of CO₂ – with a significant impact on the climate. The result is climate change, the most profound challenge of our time. This calls for swift and decisive action if humankind is to have any sort of future worth living. At the same time, however, it requires a collective effort. If these efforts are to have a tangible impact, it is essential that everyone pulls together – across companies and countries.

At ElringKlinger, the idea of responsible action is firmly ingrained in the company's DNA. In fact, company founder Paul Lechler himself embraced social responsibility and agreed with his father in the 1870s to donate a tenth of all profits to charitable or community causes. This social ethos lives on today through the Lechler-Stiftung, a foundation at the heart of the Lechler family's commitment as majority shareholder of ElringKlinger AG. ElringKlinger also applies its passion for technology and innovation in a purposeful manner – for a future that is sustainable and socially fairer. The Group is of the firm belief that next-generation mobility and technological progress can only be achieved in a world of harmony between humankind and nature. It is with this in mind that ElringKlinger has firmly enshrined the Group's commitment to sustainability in its corporate purpose statement: pioneering innovative technologies for a sustainable future.

A key element of the Group's vision is to actively shape the present and future era of sustainable mobility as a preferred partner to customers and stakeholders. To this end, ElringKlinger has defined five success factors as part of its SHAPE30 Group strategy. One of these encompasses sustainability in all its dimensions. This includes social and ecological issues as well as the aspect of corporate management. In the context of this specific success factor, the Group defined the cornerstones for its sustainability strategy, encompassing six areas of action: Products and Innovations, Production and Environment, Responsibility in the Supply Chain, Employees, Social Commitment, and Corporate Governance. This involved setting targets, determining measures, and assigning responsibilities for each area of action. With a view to implementing the areas of action, the Group expanded its organizational structure and established a sustainability department, which works closely with the specialist departments

» Sustainability requires a collective effort. It can only be truly effective if everyone pulls together – across companies and countries.«



Corporate
Governance



Products
and
Innovations



Production and
Environment

OF ATTITUDE

in Sustainability Steering Groups for the purpose of driving forward initiatives relating to sustainability. The Sustainability Council reviews the progress of the sustainability strategy on an annual basis. Alongside the Management Board, it also includes the decision-makers in the respective areas of action.

ElringKlinger is committed to making a significant contribution to climate-neutral mobility of the future with its products and innovations. When it comes to developing new products, therefore, ElringKlinger takes into account not only their commercial benefits but also their environmental impact. On its path towards a comprehensive circular economy, in which resources and materials remain within a closed loop, the Group has set itself two key targets. First, emissions are to be calculated over the entire product life cycle, and secondly, products are to be designed according to eco-friendly principles over the course of their development stages. Why is this of such importance? It is at the beginning of the development process for new, innovative products, in particular, that a product's fundamental features are defined – also in respect of sustainability – so that all key issues affecting the product's carbon footprint can be addressed accordingly.

Another key area of focus for ElringKlinger is centered around the emissions generated within its own scope of activity and in the Group's upstream and downstream supply chains – the so-called Scope 1, Scope 2, and Scope 3 emissions. In 2024, ElringKlinger calculated ambitious science-based climate targets across the Group that are in line with the global 1.5-degree target of the Paris Climate Accords. The company has already evaluated and partially implemented specific measures to achieve the calculated reduction targets for Scope 1 and 2 emissions. In addition to improving energy efficiency at the sites, this action plan includes generating more electricity in-house, stepping up the procurement of green electricity, gradually converting the company fleet to electric vehicles, and raising employees' awareness of sustainable practices. The key area in which ElringKlinger can scale back greenhouse gas emissions is Scope 3. This category accounts for around 16 times the Group's Scope 1 and 2 emissions. The Group is also looking to achieve annual reductions in Scope 3 emissions through appropriate measures. These include, for example, the more widespread procurement of

» ElringKlinger is committed to making a significant contribution to climate-neutral mobility of the future with its products and innovations. «

materials and services from low-emission and sustainable sources, efforts to evolve existing suppliers towards more sustainable products, and the transition to more climate-friendly logistics.

The decision to incorporate the aspect of sustainability into the supply chain has taken on a completely new significance over the past two years. For a long time, contracts tended to be awarded on the basis of cost, adherence to deadlines, and quality as the decisive factors. Today, addressing the issue of human rights and fair supply chains is also considered important. It is for this reason that ElringKlinger has been actively involving suppliers in the Group's own sustainability efforts since 2024. For example, the Group makes a point of gathering and monitoring suppliers' sustainability data in even greater detail by means of self-disclosure questionnaires. Having further intensified its collaboration with suppliers, while also acting as a multiplier and development partner in respect of sustainability issues, ElringKlinger is able to meet customer requirements, statutory regulations, and its due diligence obligations beyond its company sites, too.

Alongside its strong commitment to the supply chain, ElringKlinger attaches equal importance to actively making its mark on society in its immediate surroundings. As in the case of company founder Paul Lechler, the Group supports a wide range of projects in the areas of education, sport, social affairs, and culture.



Social
Commitment



Employees

Responsibility in
the Supply Chain



ElringKlinger concentrates its sponsorship activities and applies uniform criteria to ensure a more targeted distribution of financial and physical resources. In taking this approach, ElringKlinger aims to reach out to precisely those people who are located in the vicinity of the company's sites and require support.

ElringKlinger is also committed to a sustainable corporate culture within the Group, as its innovative products are made possible by the efforts and the dedication of almost 9,600 employees. Based on targeted training and educational programs, ElringKlinger offers its staff high-end specialist and personal development with a wide range of career opportunities. ElringKlinger provides both in-person and virtual training courses on a digital platform and enables flexible, self-directed learning. After all, continuous learning is of crucial importance for employees, especially in times of change, enabling them to develop at a personal level.

Diversity, equal opportunities, and workplace equality are all considered essential factors for a global company. At the same time, the Group fosters an inclusive culture regardless of genetic and personal characteristics. ElringKlinger regards diversity within the workforce as an enriching asset. It helps to invigorate the working environment and creative input, in addition to stimulating innovation. Furthermore, the health and well-being of employees are essential to the company's success. ElringKlinger therefore offers specific health programs that have a beneficial effect on staff productivity and satisfaction. Exacting standards in the field of occupational safety help to prevent accidents at work and ensure a safe working environment. By taking an integrated approach to all activities, ElringKlinger creates a sustainable working environment in which each and every employee is valued, protected, and supported.

Building on principles and processes, ElringKlinger ensures that environmental and social responsibility forms an integral part of all business decisions and is practiced in a spirit of solidarity. This includes drawing up policies, such as the code of conduct, or establishing compliance management processes with fit-for-purpose reporting channels relating to compliance issues. In addition, it is becoming increasingly important to examine and evaluate sustainability risks and opportunities as part of the existing risk management process. In this context, the aim is to mitigate financial and environmental risks and safeguard the long-term stability of the company. ElringKlinger maintains full transparency through open and consistent communication on sustainability issues. At the same time, the Group encourages stakeholder engagement relating to sustainability issues, for example by pursuing an active dialogue on sustainability targets, sustainability measures, and effective solutions within this area.

In 2024, ElringKlinger charted an important route relating to sustainability, the aim being to make the Group even more climate-friendly and socially just. To ensure that the full range of sustainability targets set within the respective fields of action can be achieved in the coming decades, it is now a matter of continuing successfully along the path that has been chosen. This calls for further innovation, technological progress, and new ideas from employees that contribute favorably to the individual fields of action. ElringKlinger is keen to set a good example and encourage others to place greater emphasis on sustainability aspects. Indeed, for ElringKlinger, sustainability is more than just a strategy. It is an attitude, a conviction that defines ElringKlinger's actions and provides a basis on which the Group can help shape a future worth living for generations to come.

Sustainability Projects



**First emission-free
production site**

As from 2025, ElringKlinger's manufacturing operations will run on electricity generated entirely from renewable energy sources, i.e., wind, solar, and hydropower, at all European sites. ElringKlinger will continue to rely on natural gas as a "bridging technology" for heat supply and selected production processes. The objective is to gradually replace gas consumption with alternative energy sources. This is something that has been achieved at the site in Gelting, Bavaria. The heat pumps installed at this plant use the ambient air as a heat source and turn it into thermal energy that can be used to heat the production facilities. As of now, all of the energy required by the plant is obtained from CO₂-neutral sources.

ElringKlinger employees collect three tons of refuse

Braving the elements, ElringKlinger employees in Turkey, Spain and at two German sites collected a total of three tons of refuse in the vicinity of ElringKlinger's plants as part of the European Clean-Up Days. The natural surroundings were cleared of plastic, car tires, and non-recyclable trash. For every kilogram of garbage collected, the Group donated a predetermined amount of money, with the members of the Management Board then rounding up the figure donated. At the end of the campaign, the teams raised EUR 32,000, which was presented to the Turkish organization Ahbap. It supports victims of environmental disasters and will use the money to build a new school.



Partnership that works: BruderhausDiakonie and ElringKlinger

When it comes to social engagement, ElringKlinger is active primarily in the regional vicinity of its Group sites. A case in point is the Group's special relationship with Bruderhaus-Diakonie, a charitable Christian diaconal foundation. Over a period spanning more than twenty years, people with disabilities who are supported by BruderhausDiakonie have been checking and packing bolt kits on behalf of

ElringKlinger. This long-standing partnership is a testament to the dedication of many people who conscientiously perform their tasks with a sense of joy and enthusiasm.



Lobo team – Doing good together

ElringKlinger is committed to supporting its employees in implementing their own sustainability ideas. The sheer variety of such ideas and the impact that they have are illustrated by the efforts of a sustainability team at the company's Mexican site – known as the Lobo Team (Spanish for wolf) – in 2024. The 11-strong group has already conducted several employee training courses on the issues of recycling, planted a vegetable and fruit garden at the company site, organized educational talks with specialists – on topics including nutrition, dealing with work-related stress, and personal finances –, and set up a company library. In addition, the team collected more than one ton of PET caps and closures throughout 2024, which were sold to a recycling company via an association. The proceeds are being used to treat children affected by cancer. Donations in kind were also made to an orphanage located close to the company's site. It is thanks to this collective commitment that all those involved have been able to share knowledge, promote innovative ideas, and assume responsibility at the site.

THE REASON WHY

#5 Corporate Culture

“Pioneering innovative technologies for a sustainable future” – ElringKlinger’s purpose statement captures the essence of its core identity, expressing its raison d’être, its “corporate why.” At its heart, ElringKlinger is a company driven by a desire to innovate. At the same time, acting sustainably forms an integral part of its DNA. Today, as in the past, ElringKlinger is committed to embracing its responsibility towards its employees, suppliers, customers, shareholders, and society as a whole. On the path to transformation, corporate culture is one of the five success factors defined within the scope of ElringKlinger’s SHAPE30 Group strategy. We asked ElringKlinger employees around the globe about the company’s purpose and its corporate culture as well as what motivates them. And what is your “personal why?”



To me, it is important that ideas are heard

**Fabian Etse,
Dettingen**

I enjoy working in an environment that is defined by openness, good communication, and a pleasant atmosphere. Other essential aspects include clear structures and the opportunity for personal development. To me, it is important that ideas are heard, that teamwork is based on trust, respect, and appreciation, and that there is ample room for creativity and a sense of initiative. What I appreciate most about my colleagues is their team spirit, their eagerness to help each other, and their positive mindset. For me, a mix of professionalism and humor, combined with mutual support, helps to create an environment in which people feel comfortable and can be successful together.

The diversity of its people – that is the essence of ElringKlinger



**Courtney Grassley,
Plymouth, MI**

ElringKlinger employees work together all over the world, engaging in dialogue with one another in a range of languages. Ultimately, however, the company's prowess in the field of innovation and the technologies we offer our customers show that we all speak the same language at ElringKlinger. Our day-to-day work brings together a diverse range of experiences and professional backgrounds. It's about sharing ideas, discussing specific processes, and exchanging newly acquired knowledge. This forms the basis for well-coordinated working relationships built on trust and a big-picture view of the business. The diversity of its people and the knowledge they apply for the purpose of driving the company forward – that is the essence of ElringKlinger.

Sustainability is an important issue for me

**Jens Neumeister,
Gelting**



Sustainability is an important issue for me in general – of course, I'm thinking in particular about the future of my children in this context. The more responsibly we use the world's existing resources, the better life will be for future generations. When it comes to developing advanced technologies, products, and processes, it is essential that all units at ElringKlinger work hand in hand. In addition, efforts to optimize our established products and processes are still ongoing and call for teamwork. I find being part of this interdisciplinary partnership and working together to develop innovative technologies for a sustainable future extremely motivating and exciting.

Sustainable practices should be a matter of course for all of us

Dr. Peter Lindner,
Changchun



We embrace mistakes as a source of learning

Pratiti Shah,
Pune



In my opinion, there are several aspects that define a successful corporate culture. First, leadership is of crucial importance. It is essential that managers are role models and embody the company's values as part of their daily work. In addition, at ElringKlinger we cultivate an environment of open communication in which each and every employee is empowered to contribute ideas. The employees display confidence and never shy away from taking on challenges or making decisions. We embrace mistakes as a source of learning. Finally, we support different forms of cultural expression within the teams and at the same time ensure that our core values and principles are upheld.

"We have not inherited the world from our forefathers—we have borrowed it from our children." Based on this proverb, sustainable practices should be a matter of course for all of us. As a global company, ElringKlinger is obliged to meet quantifiable targets relating to sustainability. At the same time, it is imperative that we contribute to the improvement of environmental, social, and ethical conditions in our immediate surroundings—on our own initiative and with a thorough sense of commitment. In Changchun, for example, we at ElringKlinger support local facilities for people with disabilities. We assist in promoting their products, providing financial support, and at the same time demonstrating our appreciation for the people involved.

ElringKlinger offers a professional environment that fosters innovation and teamwork

Julio Cesar Valle,
Toluca



What motivates me in my day-to-day work is the opportunity to contribute to technological development at an industrial level, to take on new challenges, and to solve problems. ElringKlinger offers a professional environment that fosters innovation and teamwork, aspects that are very important to me. Alongside the thoroughly absorbing subject-specific topics, above all it's about the people. I relish the chance to work with and learn from talented, well-trained colleagues, while contributing to the success of the team. Together, we are shaping the future of ElringKlinger. Last but not least, my family and friends give me a tremendous amount of inspiration for what I do and encourage me to excel.

#Food for thought

5 pointers for your personal why

1. What is most important to you personally in your life? ▶ There is always time for the important things – it's simply a question of prioritizing.

2. What is something you really want to have done in your lifetime? ▶ Goals give life direction.

3. What makes you truly happy? ▶ It is impossible to measure happiness, but there is a rule of thumb: happiness shared is happiness doubled!

4. What do you need to be content? ▶ One needs less than one thinks to be content.

5. What talents do you have and how do you apply them within your surroundings? ▶ Strength comes from standing up for others.

Shape- shifter

ElringKlinger Kunststofftechnik is much more than a mere segment within the ElringKlinger Group. Supplying seals, tubing, engineered parts, assemblies, and modules made of high-performance plastics, it has served as a technology and development partner to high-specification industries for more than 50 years – a shapeshifter in the true sense of the word. We took a look behind the scenes of this extraordinary shapeshifter and examined three stand-out products destined for use in medical devices, in the semiconductor industry, and in energy storage systems...



ElringKlinger Kunststofftechnik develops and produces customized, field-proven solutions featuring high-end materials such as Polytetraflon®-PTFE and Moldflon® high-performance thermoplastics for its global customers in the automotive, chemical and process technology, energy, food and pharmaceutical, mechanical engineering, medical and life science, aerospace, semiconductor, and optics industries. Indeed, the designs, functions, and areas of application could not be more diverse.

Straight, curved, corrugated, colored: tubing for medical applications

The sheer variety of medical tubing is staggering: straight, curved, multi-lumen, corrugated, colored, tapered, specially finished or featuring flanges, colored rings, logos, or measuring scales. The materials used in these applications, such as Polytetraflon®-PTFE or Moldflon®-PTFE, come with various benefits such as chemical and temperature resistance as well as low-friction properties and biocompatibility. Medical tubing supplied by ElringKlinger Kunststofftechnik is deployed in various medical fields such as gastroenterology, laparoscopy, and proctology. With the help of an endoscope, minimally invasive diagnostic or surgical procedures can be performed on hollow organs and cavities in the human body, such as the stomach, intestines, or abdominal cavity. Colored markings on the tubing serve as an important orientation aid for medical staff when positioning it in the human body. So-called multi-lumen tubes feature extremely fine channels (lumens) that run through the tubing to allow contrast agents or instruments such as snares, catch baskets, and thin cutting or guide wires to be inserted separately and directed with high precision during medical procedures.

“As part of our 2030 strategic roadmap, we are analyzing our market potential in the field of medical technology and are looking to tap into new markets with newly developed products. Our track record of working closely with our customers in a partnership built on trust spans many decades. On this basis, we develop customized high-performance plastic solutions for medical applications,” explains Bo Sun, General Manager of ElringKlinger Kunststofftechnik.

Against the backdrop of an ageing world population and global advances in medical care, medical technology is considered a growth market. It places significant demands on hygiene

Medical tubing is manufactured in the new cleanroom in accordance with strict cleanliness standards. Employees in Bietigheim-Bissingen and Qingdao are responsible for the serial production of medical technology products in a total of three cleanrooms.

4 million

meters of medical tubing were produced by ElringKlinger Kunststofftechnik in Bietigheim-Bissingen in 2024.

and cleanliness throughout the production process. The first cleanroom commenced operations at the Bietigheim-Bissingen site in 2017. At the beginning of 2025, an additional cleanroom was established for the production of medical tubing. It complies with the ISO 8 classification in line with ISO 14644-1 and provides a low-particle environment. Among the key features are an H14 fine filter, access via a personnel airlock, and double-packed products, which are brought out of the cleanroom via a materials airlock. The extrusion of medical tubing made of Polytetraflon®-PTFE is performed directly in the cleanroom. It features two extrusion lines that include inline testing of the outer diameter and inspection of the surface finish by means of image processing. During the process, the cross-section of the tubing, including the wall thickness, is checked manually using a measuring microscope. Compared to downstream manual checks, the tests and measurements conducted directly as part of the automated manufacturing process ensure greater efficiency in production and guarantee high output quality. The cleanroom can be extended easily in response to increases in capacity.

ElringKlinger Kunststofftechnik is also stepping up its production capacity in China in an effort to respond even more effectively to customer requirements in local markets. It has been operating a plant in the Chinese port city of Qingdao since 2018. A new facility located within the Sino-German Eco Park, in the immediate vicinity of the existing plant, is to be completed by the middle of this year. After the move, medical tubing will also be manufactured at this site – in a new cleanroom (ISO class 7) – alongside products for the automotive and mechanical engineering industries.

Robust, embossed, dynamic: diaphragms for the semiconductor industry

Electric cars, smartphones, robotic lawn mowers, or fully automatic coffee machines – microchips can be found in a wide range of devices used in our daily lives. These microelectronic components perform important tasks, such as controlling electronic devices. Microchips are manufactured as part of complex procedures that involve various chemical and physical processes. Production requires the highest standards of quality and cleanliness from the machinery, personnel, and manufacturing environment. In total, it takes more than 1,000 individual process steps to create a finished microchip from the metalloloid silicon. The chips are etched, exposed, coated, and cleaned. Each of these numerous processing steps can give rise to minute impurities that may in turn have an



The Heidenheim facility operated by ElringKlinger Kunststofftechnik is widely acknowledged for its expertise in the manufacture of diaphragms, which are used in valves for semiconductor fabrication systems.

ESSs store the surplus energy from wind and sun. The units can be connected in groups to create a network.

adverse effect on the functionality of the coveted chips. To prevent such contamination, special plastic diaphragms are used in the valves of the systems. They are designed to filter out impurities and reliably separate various media with a range of pressure ratings.

The semiconductor industry is a significant growth market. With processes becoming increasingly automated and the emergence of artificial intelligence, demand looks set to rise further in the future. The Heidenheim facility operated by ElringKlinger Kunststofftechnik is widely acknowledged for its expertise in the manufacture of diaphragms, which are used in valves for semiconductor fabrication systems. "At present, we produce 400,000 diaphragms per year in Heidenheim. We are looking to expand our production capacity at this site as part of a plant extension. From mid-2025, the diaphragms will be manufactured in a new facility consisting of up to four embossing machines instead of the previous two," explains Stefan Schmid, CEO of ElringKlinger Kunststofftechnik.

ElringKlinger Kunststofftechnik supplies an extensive range of diaphragms. The company currently offers its customers twenty different types of diaphragm and is capable of developing products that are tailored specifically to customer requirements. The diaphragms made of Polytetraflon®-PTFE (polytetrafluoroethylene) stand out for their mechanical, thermal, and physiological properties. They are anti-adhesive, chemically resistant to aggressive media, sterilizable, and temperature-resistant from -60 °C to +200 °C. Thanks to the embossing process, the material used is also characterized by good flexural fatigue strength. As a result, the diaphragms are dynamic by nature, while the axial pull-out forces of the component to be connected are significantly

enhanced, making the assembly as a whole much more resilient – perfect properties for a wide range of applications.

Media-tight, durable, corrosion-resistant: heat exchangers for energy storage systems

Whether it is for charging a car, operating a heat pump, or cooking on an induction hob – electricity has become an integral part of our everyday lives and consumption looks set to rise even further. At the same time, renewable energy sources such as wind and solar power are being used in an effort to meet emission reduction targets. In view of these megatrends, it is essential that renewable energy is utilized and stored efficiently.

Energy storage systems (ESSs) play a pivotal role in this area. Imagine a solar panel that has been installed on your roof: when the sun is shining, the panel generates a great deal of energy. But what happens when it gets dark or the sun is no longer shining? It is precisely in these scenarios that battery-based ESSs play their part: they store surplus energy and release it when it is needed. An ESS can be seen as a giant "energy storage power bank" – only much larger and more powerful.

The redox flow battery is a highly durable and flexible form of energy storage technology. In this context, the vanadium redox flow battery (VRFB), which uses vanadium – a metal found around the globe – in various oxidation states, is particularly widespread. Liquid electrolyte solutions are used as the storage medium. The latter is kept in external tanks and only pumped into the cells during the charging and discharging processes. The redox

-60 °C

The diaphragms made of Polytetraflon®-PTFE are temperature-resistant from -60 °C to +200 °C.

reactions take place at the electrodes. During the charging process, electrical energy is converted into chemical energy and thus stored. The process is reversed when discharging. The battery performance is defined by the number and dimensions of the stacks, while the capacity is determined by the volume of electrolyte solution in the tanks. These two parameters can be scaled and customized independently of each other.

The electrolyte solutions heat up during use and as a result of the electrochemical reactions. This calls for efficient cooling in order to ensure the highest possible system performance and operational availability. It is here that the Thermo-X™ heat exchanger engineered by ElringKlinger Kunststofftechnik comes into play. This tailor-made solution is designed to ensure that the process media always remain within the appropriate temperature range. Thermo-X™ heat exchangers feature high-performance plastics that are resistant to corrosion and acids – a decisive advantage over conventional metal-based heat exchangers. They are manufactured from specially developed materials such as Moldflon®-PFA, -PVDF, -PP, or -PE, taking into account the field of application and customer requirements. Depending on the overall system design, the heat exchanger can be integrated directly into the electrolyte tank or externally into the ESS. The design of the heat exchanger can be adapted flexibly to the customer's system. The heat exchanger is engineered on the basis of the shell-and-tube principle: the electrolyte solution flows through countless plastic tubes that are firmly welded into the shell tube. At the same time, a liquid coolant flows around the tubes, whereby heat is transferred by means of the counterflow principle and the electrolyte solution is kept at a constant optimum operating temperature.



The individual components made of high-performance plastic are welded together so that the heat exchangers are media-tight and safe.

"With our heat exchanger, we are able to offer our customers a tailor-made solution that is not only efficient and chemically resistant but also safe and sustainable. The various components of the heat exchanger are manufactured using state-of-the-art welding machines and specially developed tools at our plant in Mönchengladbach," say CEO Stefan Schmid and General Manager Bo Sun.

From medical tubing to diaphragms and heat exchangers – the "shape" of these products could not be more diverse. It is one overriding aspect, however, that will always remain crucial to ElringKlinger Kunststofftechnik's innovative products: 810 dedicated employees at six sites on three continents are at the heart of the performance and innovatory prowess of this extraordinary shapeshifter – as encountered directly or indirectly at many points in our everyday lives.

810

dedicated employees at six sites on three continents are at the heart of the innovative prowess.

At the new facility in Heidenheim, a robot embosses the diaphragms as part of a fully automated process.



Process Excellence on Track

#3 Performance & Process Excellence

Transparent and documented processes are the foundation for organizations to respond dynamically to new market conditions and manage their company in a future-oriented manner. This is where Success Factor #3 “Performance and Process Excellence” of the SHAPE30 strategy comes into play. The ElringKlinger Operating System (EKOS), introduced in 2018, provides the basis for standardized operations at the global production sites. In PEEK, the company has created a new central platform that covers the entire ElringKlinger Group.



1

Laying the foundations

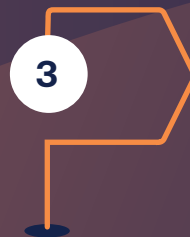
PEEK stands for Process Excellence Portal @ ElringKlinger. This involves a new process landscape that lays the foundation for process management at ElringKlinger. In this context, established business process management (BPM) ensures that all key business processes and their interfaces within the Group are recorded consistently – at a global level.

Defining core methods and parameters

The PEEK project team is set up in 2021 for the purpose of developing a new platform and establishing professional business process management within the Group. This is accompanied by the initial implementation of BIC Process Design, a cloud-based BPM software solution. Based on the defined BPM roles (e.g., modeler or process owner), around 700 trained employees worldwide ensure that the new process landscape is applied and maintained on a global scale. Process owners are now responsible for defining specification documents, directives, and processes in PEEK. At the same time, the PEEK team operating from within the Quality unit is responsible for the ongoing provision and refinement of the infrastructure and BPM methodology for process documentation.

Drawing up clearly defined responsibilities

The clearly structured role model based on a RACI matrix (Responsible, Accountable, Consulted, Informed) is used to define accountabilities for global processes as well as central and local documents, in addition to determining responsibilities for each process level for the purpose of ensuring unambiguous visibility. This transparency provides the basis for structuring and implementing processes more efficiently, leading to improved productivity and better results.



Establishing standardized process representation

The core element in PEEK is graphical notation. The uniform visualization of business processes with standardized symbols and diagrams, i.e., a consistent process language, can only be achieved if the BPM standards and conventions are applied by all users. It should be noted that the language is machine-readable. Thus, it can be transformed into executable workflows using no- or low-code methods without any major programming effort. The PEEK team ensures that users are trained in these conventions and that all those involved adhere to the specifications for process representations.

First audit passed

As part of the recertification audit at the two plants in Dettingen, PEEK is put to the test for the first time at the beginning of March 2024. The result: all audited employees are familiar with the tool and know their way around the processes and documents. At the concluding debriefings, the implementation of PEEK is rated as extremely successful by the external auditors.

Quality assurance in process management

Since the successful completion of the project and rollout stage of PEEK, the team of experts has been working towards enhancing platform maturity and achieving data consistency across all plants. The PEEK Community is established as a communication channel and for the purpose of regular community meetings aimed at system refinement. In parallel, the Group applies the CMMI (Capability Maturity Model Integration) maturity model as a basis for displaying the quality and functionality of processes in a quantifiable format.

5

7

6

Rollout completed

On April 1, 2024, PEEK replaces the former process landscape, which is finally deactivated. The rollout includes data migration of existing processes and documents of the corporate units, business units, and plants as well as the first-time inclusion of new central processes. Around 800 processes and 20,000 documents undergo revision as part of the migration and are transferred to the new system or newly created. The process structure and complexity within the ElringKlinger Group have been visualized by the project team in a very short period of time. As a result, all employees are now able to read and understand the processes across departments, plants, and countries thanks to the uniform process language.

Culture of continuous improvement

The year 2025 is all about optimizing, improving, and expanding the process management system. In addition to developing processes with a view to end-to-end alignment, the “Process Execution” module for low-threshold automation of processes modeled in PEEK will be piloted for the first time. This is a step towards automating process management, in particular, in the future.

PEEK as the basis for digital transformation

Transparent and effective process management constitutes an important basis for digital transformation. Looking ahead to the future, other aspects such as process mining, robotic process automation, and human workflow management can be evaluated and implemented if necessary. In preparation for this, the first key interfaces between PEEK and other applications in the ElringKlinger software architecture, such as LeanIX, SAP BW, and SAP ECTR, have already been implemented.

Achieving targets

The aim of PEEK is to ensure that all processes interlock seamlessly and provide the basis for optimal end-to-end process flow within the Group – in all core processes defined by ElringKlinger: End-of-Production Management, Demand-to-Delivery, New Product Introduction, and Idea-to-Market. Processes can then be measured by means of a smart KPI system that is closely linked to the process architecture. This makes PEEK an important tool for ElringKlinger when it comes to tracking and comparing the effectiveness and efficiency of all key processes in a transparent manner and continually optimizing them in keeping with the principle of excellence. This is an essential prerequisite for the Group’s competitive performance. The current phase of product transformation in particular, which is associated with growing levels of complexity, places enormous demands on product development and manufacturing processes. It is precisely here that PEEK, with its process management capabilities, makes a significant difference and helps to achieve business objectives.

ALL YOU

ElringKlinger's Aftermarket business has seen a remarkable trajectory of expansion in recent years. The growth strategy is proving effective. Our customer focus and service philosophy, in particular, are now bearing fruit, in keeping with our chosen motto of "Your needs – our daily drive." Based on the activities of the Aftermarket business unit as a prime example, we illustrate how the company's vision – to be the "preferred partner" – is put into practice each and every day when it comes to engaging with our customers.



NEED



**GEORGES MOURAD,
Vice President Aftermarket**

born in 1981, Vice President Aftermarket, assumed the role of Head of the Aftermarket business unit at ElringKlinger AG as of December 1, 2024. He is a graduate of two Master's degree programs in Automotive Engineering, completed in Paris and Esslingen. At the beginning of his career, Mourad was responsible for the Mahle Group's aftermarket business in the sales region of Western Europe, Middle East, and Africa, before assuming global accountability for logistics, supply chain, and process excellence as Director Global Operations and Business Excellence Aftermarket for several years.

In his current role at ElringKlinger, he has set himself the goal of advancing the business unit's growth strategy and guiding the "Elring – Das Original" brand to further success, also against the backdrop of transformation within the automotive industry.

**7 a.m.
Breakfast /
Preparation
working day**

It's early in the morning: Georges Mourad, Vice President of the Aftermarket business unit at ElringKlinger, is sitting at the breakfast table. He cherishes this precious moment before embarking on a busy day of work. Over a cup of coffee, he skims through various newsletters to catch up on the latest developments, particularly in the automotive sector. This morning routine provides him with a snapshot of the current trends and challenges that tend to drive his job on a daily basis. Thus, he is always well prepared for upcoming meetings and can incorporate his insights surrounding the latest developments into the associated decision-making processes.

Having checked his appointments and meetings for the day and answered urgent e-mails or team messages on his smartphone, he makes his way to the office. During his commute, he also tends to reflect on important issues: Which strategic goals should we be pursuing? What challenges might we face? Having arrived at the office, he dedicates his time to decisions of central importance to the business, engages in extensive dialogue with management and specialist staff, and negotiates deftly with customers to achieve the best possible results for the Aftermarket business unit. Applying this structured approach, he is able to drive all issues forward in an efficient and targeted manner.

» Direct dialogue and close ties with customers are at the heart of our Aftermarket business at Elring. «

Georges Mourad, Vice President Aftermarket

**8.30 a.m.
Global Town
Hall Meeting**

Shortly after arriving at the Neuffen site, a Global Town Hall Meeting is held in the morning, bringing together all Aftermarket employees. The event is opened by Georges Mourad. He presents a strategy update and outlines the new product portfolio. Presentations are also given by employees from various Aftermarket management levels and sites, covering a range of specialist topics such as the introduction of the new LiqRep adhesives that are used to repair plastic and metal parts. Mourad favors the use of communication platforms such as these to ensure a transparent flow of information. He is adamant that only well-informed employees can make an active contribution to the company. The atmosphere at these events is defined by a sense of openness and interaction, two aspects that are also important to him. There is an unbiased approach to viewpoints and ideas, which helps to foster dialogue and collaboration within the team.

After the Global Town Hall Meeting, Georges Mourad takes the opportunity to join a group of visiting customers and the specially assigned Aftermarket sales manager for lunch at the company restaurant. It soon becomes evident from the conversations with the visiting party that the advances of digitalization within the aftermarket sector are making customers' jobs much easier. Georges Mourad likes to take time for his customers at a face-to-face level and appreciates the constructive exchange this involves: customer needs have to be clearly communicated and understood in order to create the basis for a fruitful and lasting partnership.

**12 o'clock
Customer
Lunch**

2 p.m. Relocation and Jour Fixe with CSO

After lunch, Mourad switches locations and travels to the neighboring ElringKlinger headquarters in Dettingen/Erms for one of his regular meetings with CSO Dirk Willers. The latter is the Management Board executive accountable for the Aftermarket business unit – and he knows it like the back of his hand. After all, he headed the unit very successfully for over eight years before being appointed to the Management Board in 2023. The ongoing exchange between Mourad and the Chief Sales Officer is to be seen against a backdrop of exciting developments and key fundamentals. The purpose of these meetings is not only to consult on central topics and future positioning but also to conduct in-depth discussions on current market trends. Among the particularly encouraging milestones were two agreements successfully concluded with new customers – contracts secured by the team with great commitment and strategic skill. Georges Mourad greatly appreciates the direct line of communication with Dirk Willers and considers the regular feedback and sparring sessions with the board member overseeing the Aftermarket business unit to be essential for successful collaboration.

3.30 p.m. Meeting- Preparation

To bridge the gap until his next scheduled meeting, Georges Mourad has booked a workstation via the Desk Booking System, an in-house room booking portal at ElringKlinger. There, he checks a few e-mails and prepares for the next meeting with the Global Strategy & Digitalization team. The focus of this meeting is on the end-to-end integration of the Aftermarket business unit into the overarching SHAPE30 Group strategy. Those involved in this project are responsible for analyzing various strategic approaches and drawing up specific measures to maximize synergies. Mourad is able to contribute his extensive experience and in-depth

knowledge of individual market requirements. The meeting ends with clearly defined milestones and to-dos that are to be implemented by all participants by the time of the follow-up.

At the end of the working day, the last item on the agenda is an Aftermarket networking event in Stuttgart. The focus here is on topical issues such as digitalization and e-mobility in the aftermarket sector. Among the highlights is a keynote speech on latest developments relating to the repairability of electric vehicles in Germany, given by an expert from an established e-mobility company. Mourad talks extensively about the latest trends and exchanges views on best practices and successful strategies, such as the integration of digital service platforms

5 p.m. Networking Event



» I am inspired in particular by the dynamism and entrepreneurial mindset seen in the Aftermarket business unit, along with the opportunity to support talented employees in their continued development. «

Georges Mourad, Vice President Aftermarket

» Engaging with customers at a face-to-face level and developing market-driven solutions are essential elements of our Aftermarket business and are a reminder of why I chose this path. «

Georges Mourad, Vice President Aftermarket

within a company. Although the latest generation of electric vehicles often takes center stage in the media and tends to captivate the public, topics such as digitalization and e-mobility actually also play a role in the aftermarket sector. In fact, the range of products and services relating to the aftermarket business is also becoming increasingly digital. It is thanks to digitalization that the service provided to customers can be made even more user-friendly. This is of crucial importance to ElringKlinger, considering that the customer is always at the heart of everything we do.

The focus of ElringKlinger's Aftermarket business unit is on delivering added value to customers. In this context, an extensive range of services and exceptional product availability are of particular importance.

ElringKlinger's Aftermarket business is a prime example of the company's customer-centric approach and its strength in innovation. Day in, day out, the global Aftermarket team is committed to maximizing added value for customers, in addition to establishing and extending long-term business relations. Underpinned by the Group's SHAPE30 strategy, "Elring – Das Original" is ideally positioned to maintain its successful track record well into the future and make a positive contribution to the industry, the environment, and society as a whole. ElringKlinger endeavors to be the preferred partner to its customers by responding directly to their specific needs and offering innovative solutions.



Elring Portfolio



Specialty gaskets



Standard parts



Valve Cover



Das Original



Valve stem seals



Oil shaft seals



Cylinder-head bolts

Global Presence

45 sites in
19 Countries

North America

25.3 %

SHARE OF SALES

1,380
EMPLOYEES

9
SITES

Europe

(EXCLUDING GERMANY)

31.0 %

SHARE OF SALES

1,430
EMPLOYEES

11
SITES



South America and rest of world

5.7 %

SHARE OF SALES

488
EMPLOYEES

2
SITES

Asia- Pacific

15.3 %

SHARE OF SALES

1,566
EMPLOYEES

12
SITES

Germany

22.7 %

SHARE OF SALES

4,214

EMPLOYEES

11

SITES



IMPRINT

pulse

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