



Annual Presse Conference 2023

After strategic steps, powerful into the future of mobility

Dr. Holger Engelmann, Chairman of the Management Board, Webasto SE

Munich, April 25, 2023

2022









Strategic steps in 2022 for the future

Expansion of Roof Competence



Partner search for Charging Business

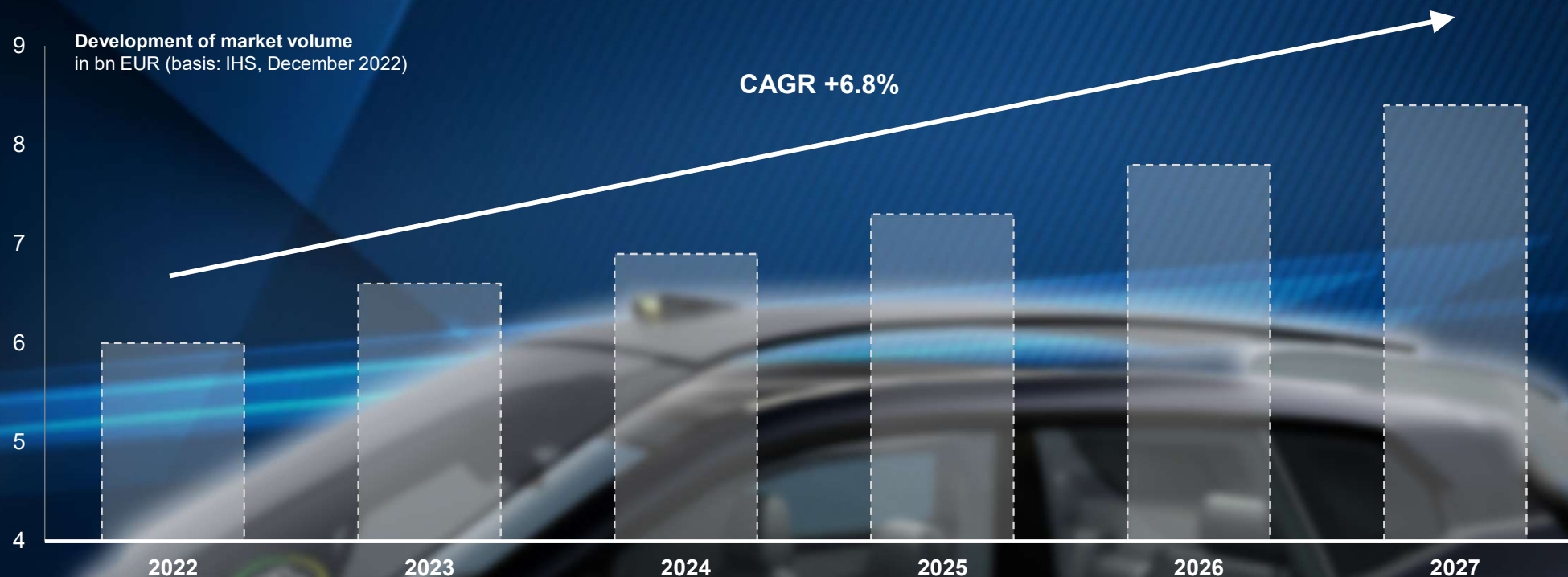


Broadening of Footprint in Southeast Asia



Good growth forecast for roof market

Increasing demand of fixed systems



Strategic course setting: Expansion of roof competence

- Acquisition of glass specialist Carlex (Luxembourg) in August 2022
- More than 400 experts for glass finishing
- First customer projects won for Grevenmacher site
- Double-digit millions investments
 - New production line
 - Solar system on the plant building
- Medium-term: Glass production also planned in North America and Asia



Strategic course setting: Expansion of roof competence

Coated
Glass Roof



Solar Roof



Switchable
Glazing /
Ambient Light



Strategic course setting: Partner search for Charging business

- After successful positioning in the market: careful consideration of further steps
- Changed market access, other channels for other products in the portfolio
- Very dynamic market with increasing consolidation
- Capacity expansion due to high demand in North America (Guanajuato)
- Further growth potential to be leveraged together with investor



Strategic course setting: Broadening footprint in Southeast Asia

Dangjin (KR)
Ulsan (KR)
Hiroshima (JP)

Pune (IN)

Bangkok (TH)

Chennai (IN)

Japan (JP)

- Expansion of roof production capacities 2021/2022 in Hiroshima (founded 1978)

South Korea (KR)

- Roof plant in Ulsan since 1987
- Start series production of batteries in Dangjin in 2022; enlargement in 2023

India (IN)

- New roof plant and R&D center (Pune) in 2022
- Opening of second roof plant (Chennai) in 2023

Thailand (TH)

- Investments of 10 million euros till 2025
- Roof systems for the local market
- Start series production planned for 2025

Strategic steps in 2022 for the future

Expansion of Roof Competence



Partner search for Charging Business



Broadening of Footprint in Southeast Asia



Successful strategy will be continued

- **Sustainability** essential guiding principle
→ economic, social, environmental
- Webasto solutions for environmentally friendly mobility
→ **Investments** of around 900 million euros since 2016
- Challenges for global automotive supplier:
own production, components, services
→ 2022 concrete **targets** set to significantly reduce impact
of business activities on environment while remaining
successful



Ambitious climate and environment targets* of the Webasto Group



Supply Chain:
CO₂ emissions

-25%

by 2030
(Scope 3 upstream)

Own production:
CO₂ emissions

-50%

by 2030
(Scope 1 & 2)

Usage of

100%

Green electricity
by 2030

Own production:

Net zero CO₂ emissions
by 2045 (Scope 1 & 2)

*All reduction targets are in accordance with the Science Based Targets initiative (SBTi) and refer to the base year 2021.

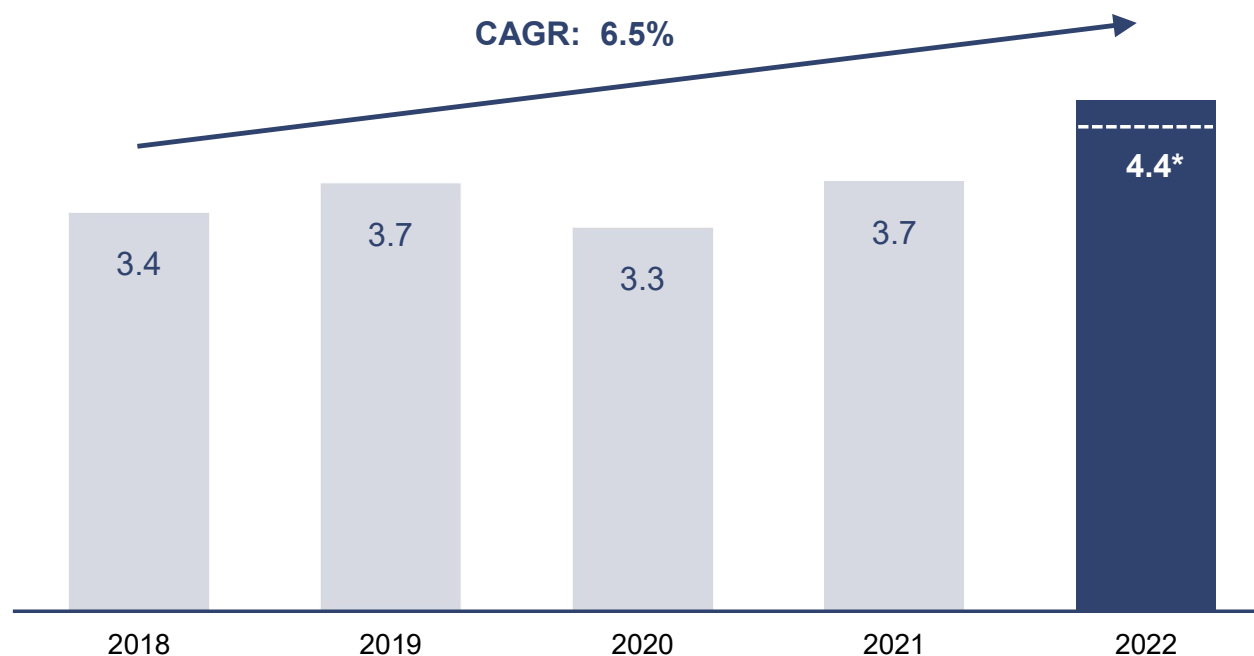


Fiscal year 2022

Sales 2022 exceeding 4 billion euros for the first time

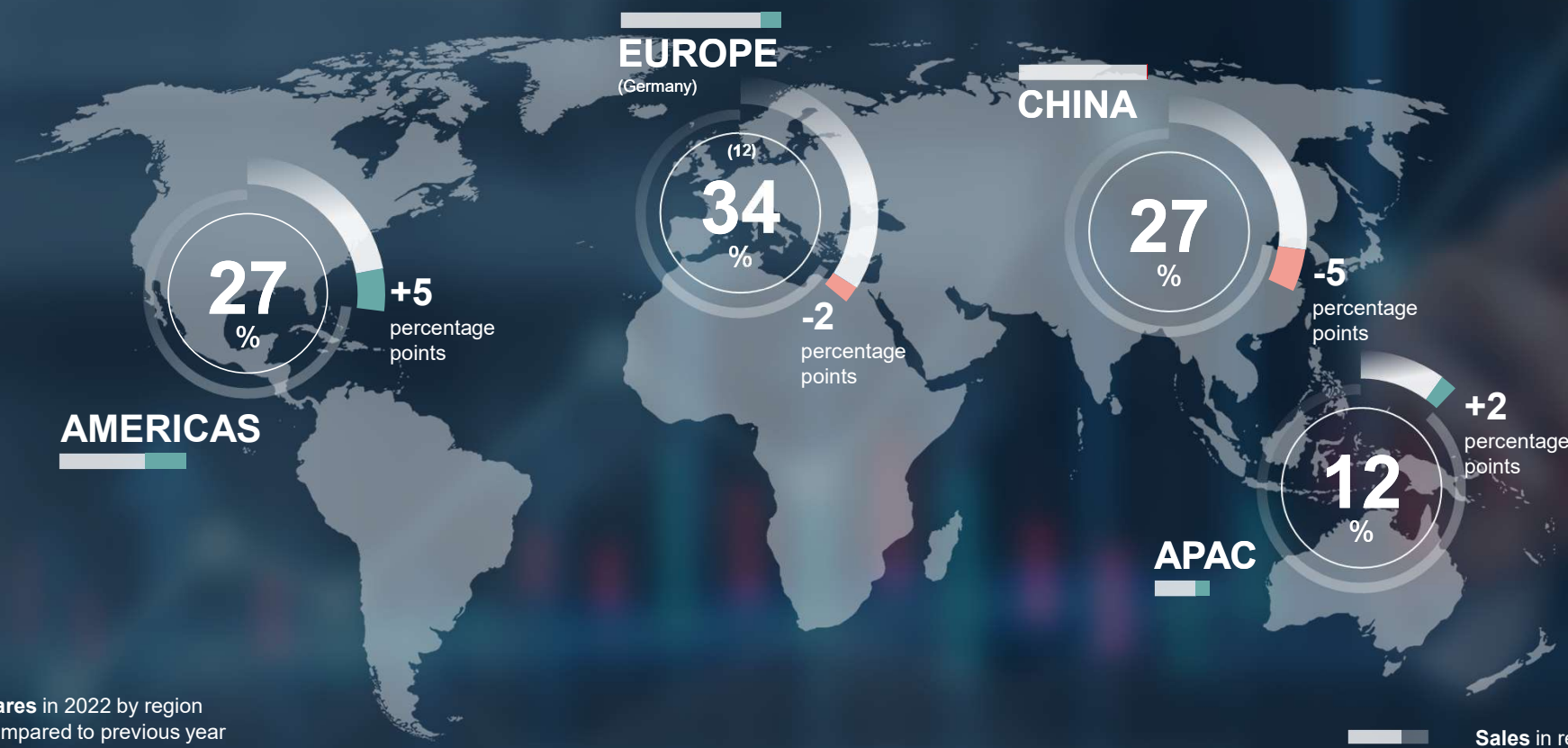
Exchange-rate adjusted again double-digit growth

development of sales over the last five years; figures in bn EUR



* according to IFRS: 4,3 bn EUR (without Charging)

More balanced sales distribution in 2022 due to stagnation in China, good development in North America and APAC

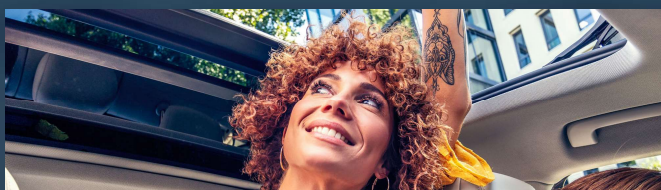


Percentage shares in 2022 by region
with changes compared to previous year

Sales in region 2021/2022

Sales in 2022 by product groups

Nearly doubled in new business fields



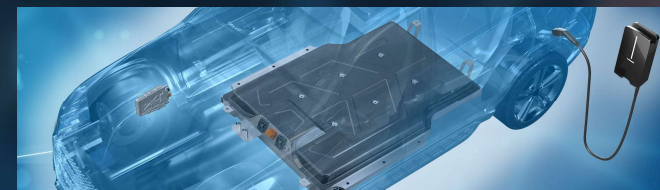
Roof systems

3.6 bn EUR



Classic
heating and cooling

483 m EUR



Solutions for
electromobility

292 m EUR

82%

11%

7%

4.4* bn EUR

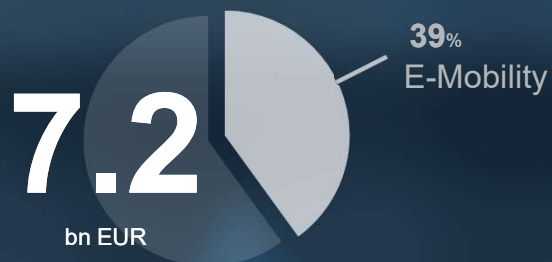
*according to IFRS: 4.3 bn EUR (without Charging)

Very good order situation for e-mobility projects

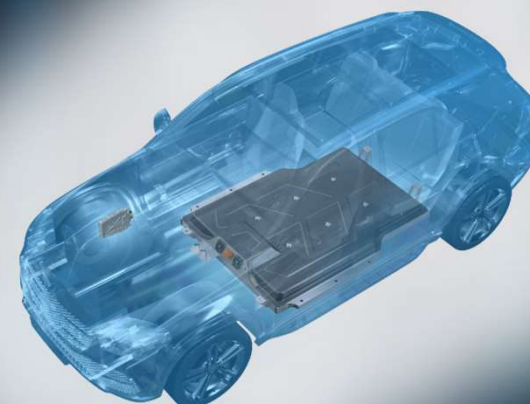
Sustainable positive development

2022 record year for order

ENTRY

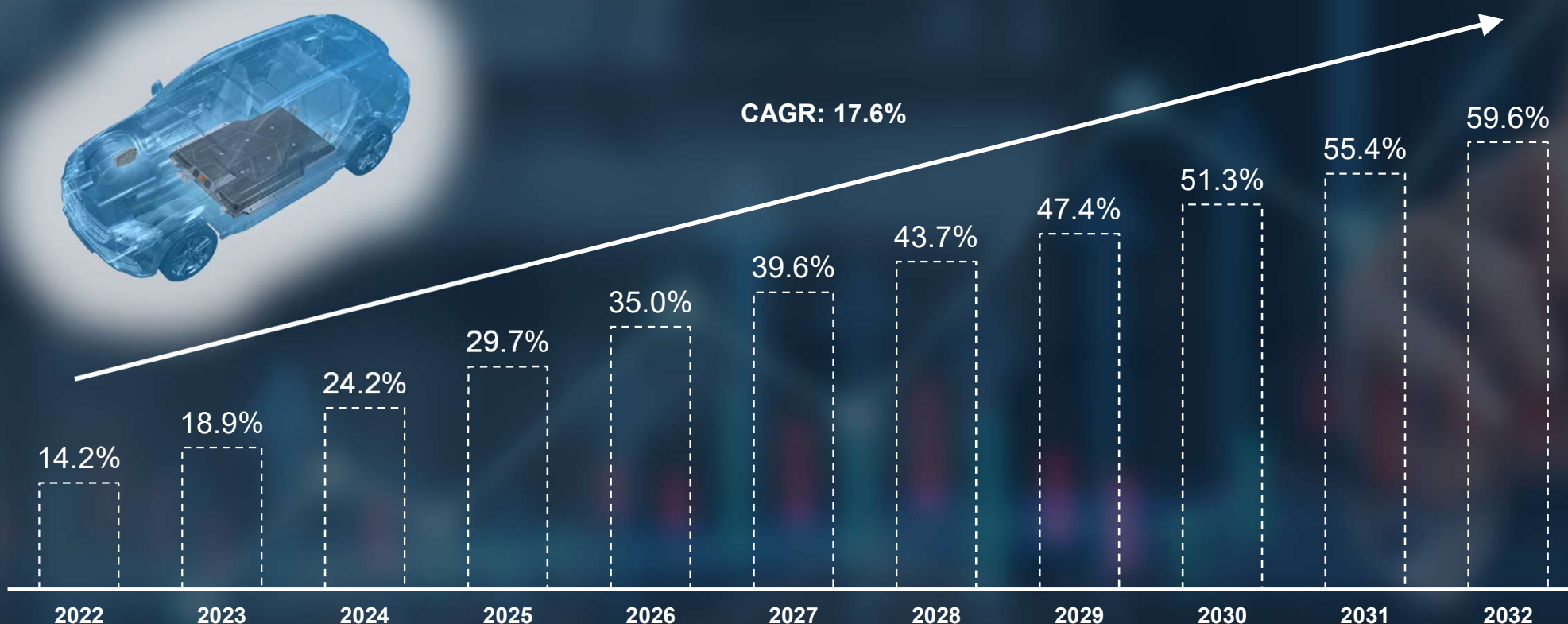


Order
BACKLOG (12.31.2022)



Tailwind from e-market development

In 10 years, more than one of two cars produced will be electric



Share of electrically powered passenger cars and light commercial vehicles in global vehicle production (IHS, February 2023)

E-mobility business of Webasto with strong battery division 2022

BATTERY SYSTEMS

107
m EUR

37%

ELECTRIC HEATERS

93
m EUR

32%

CHARGING SOLUTIONS

92
m EUR

31%

292
m EUR



Well established as supplier of battery systems

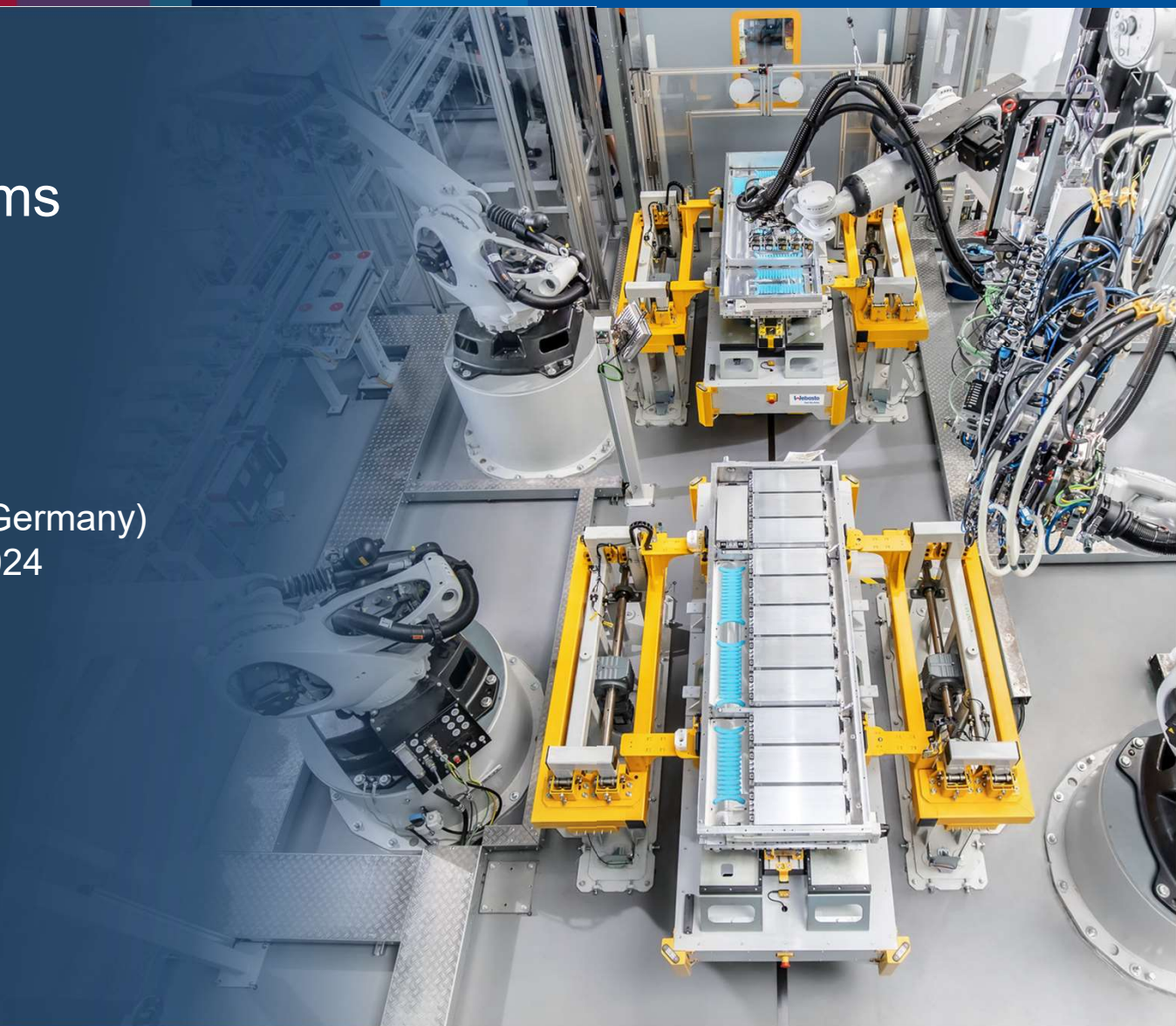
Series production in **Dangjin** (South Korea)

- Highly professional and reliable since spring 2022
- Currently: 100,000 packs per year
- After additional order: expansion until 2024



Well established as supplier of battery systems

- Production in **Jiaxing** (China) since summer 2022
- Expansion of capacities in **Schierling** (Germany) for series projects starting in summer 2024 and early 2025
- New plant in **Slovakia** in operation in 2024

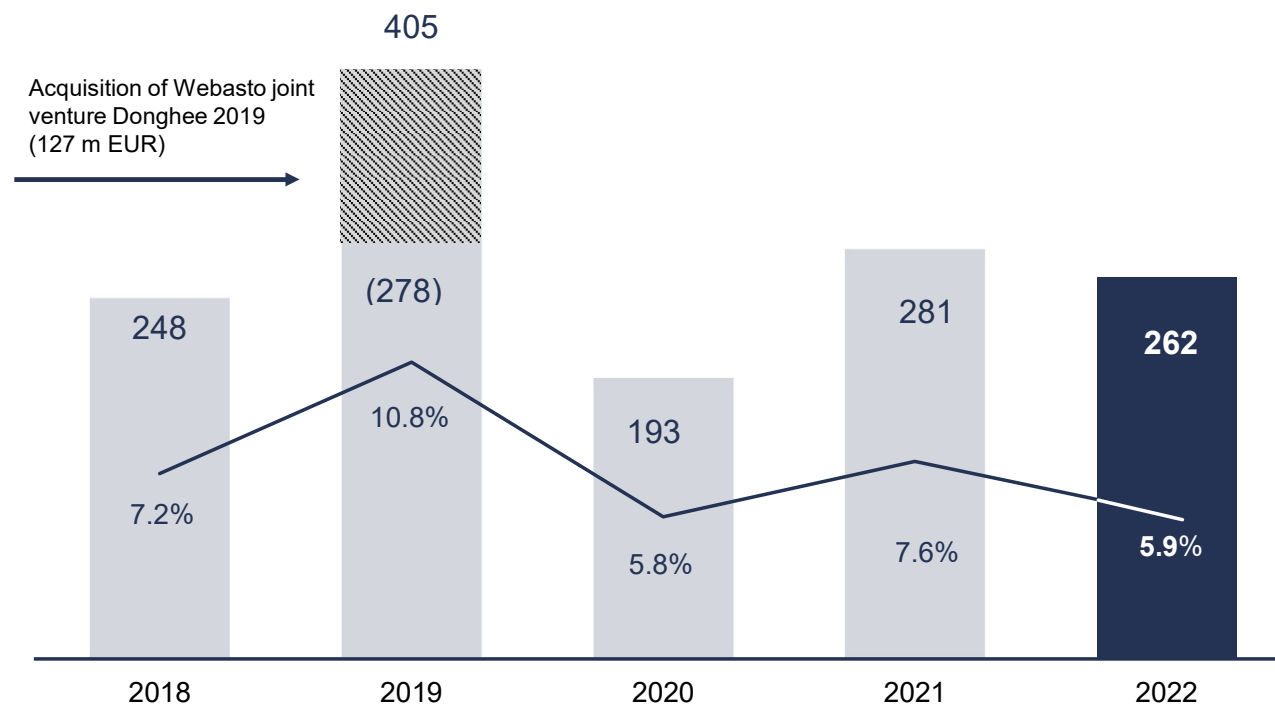


Future mobility



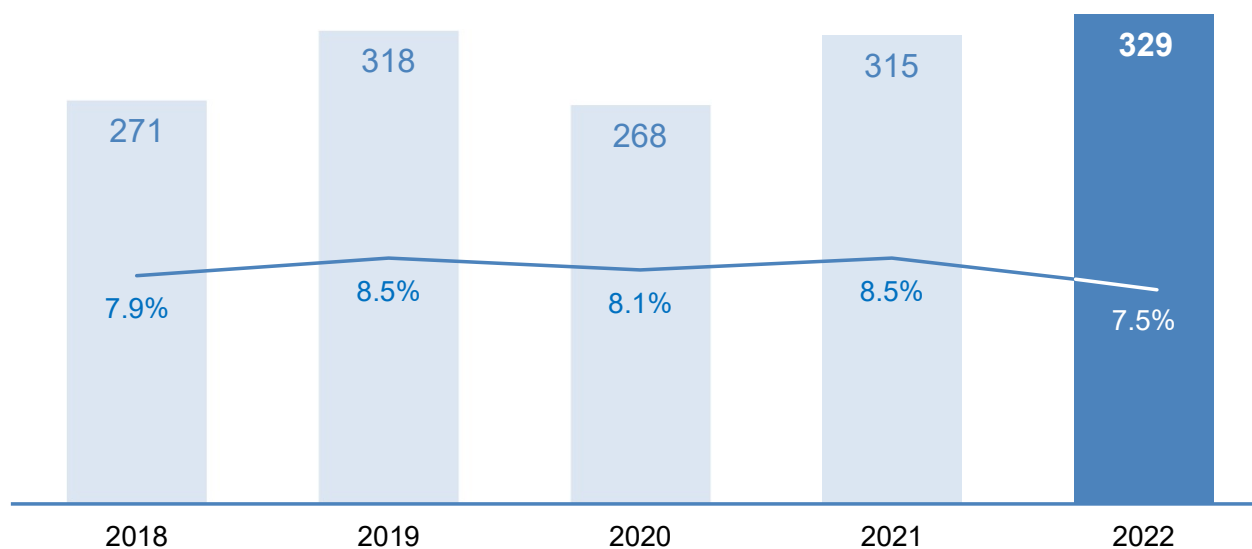
Investment focus 2022 on roof and battery business

development of investment over the last five years; figures in m EUR and percentage of sales



Research and development expenditures in 2022 slightly higher in core business and new areas

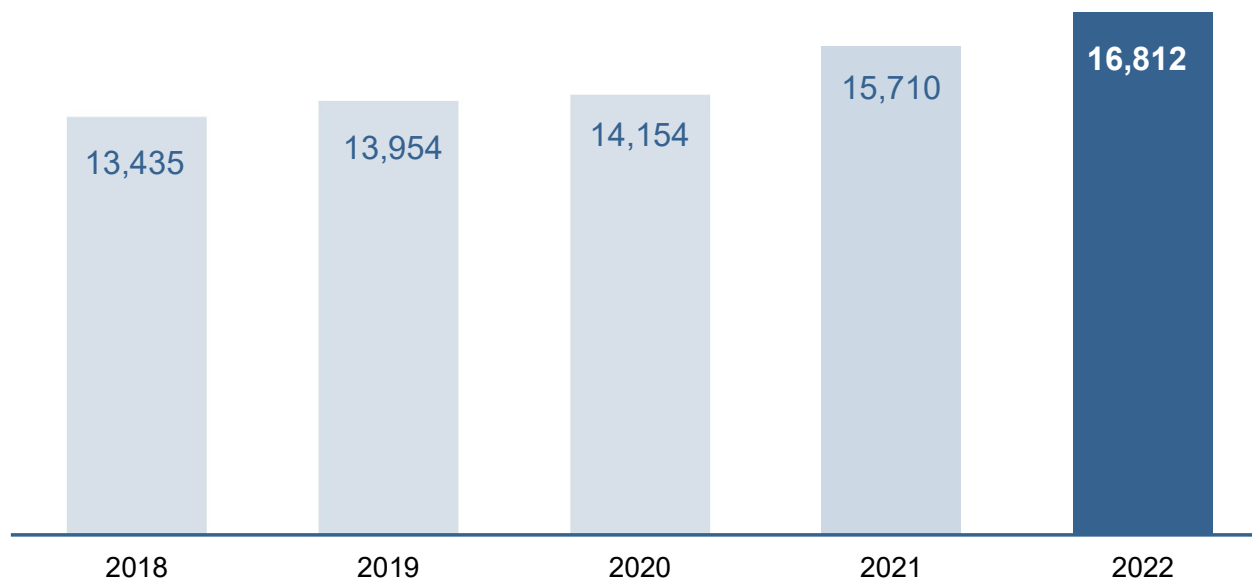
development of R&D expenses over the last five years; figures in m EUR and percentage of sales



Disproportionately low increase in employment in 2022

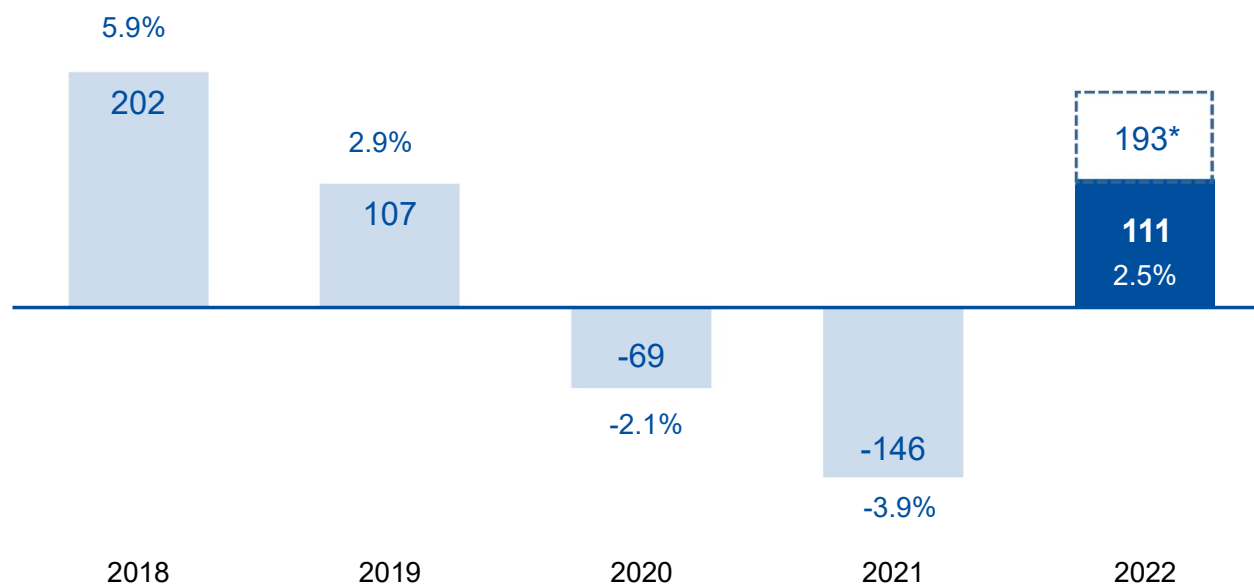
Growth in almost all regions

development of the number of employees over the last five years



Positive result in 2022 after two years of losses boosted by strong demand

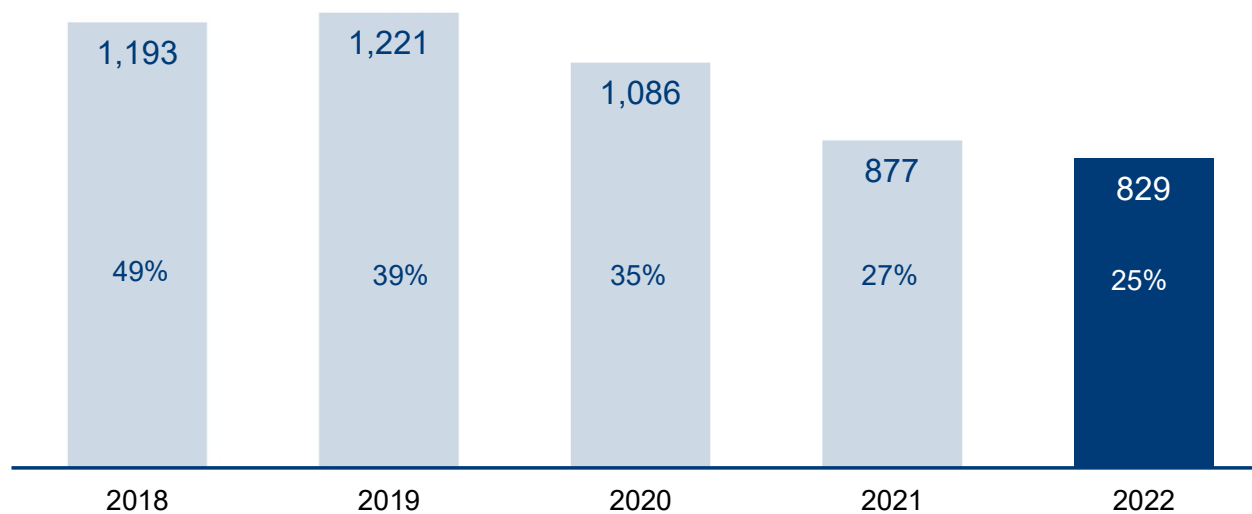
development of EBIT over the last five years; figures in m EUR and percentage of sales



* according to IFRS: 193 m EUR (without Charging)

Equity base in 2022 with stable development

development of equity over the last five years; figures in m EUR and percent



Outlook 2023: challenges remain numerous and huge

- Strong volatility continues
- Further cost increases for raw materials and energy
- Very different development of regions
- Increasing political tensions

Goal: stay profitable, achieve positive earnings in 2023
→ extremely challenging in this environment



After strategic steps, powerfully into the future of mobility

- 4-billion-euro sales mark exceeded
- Positive results in 2022 after two years of losses
- Important decisions taken for core business, new business areas and footprint in Asia
- Successful course will be continued with particular focus on sustainability and cost management
- After record order intake in 2022: order books well filled

