



Annual Presse Conference 2022

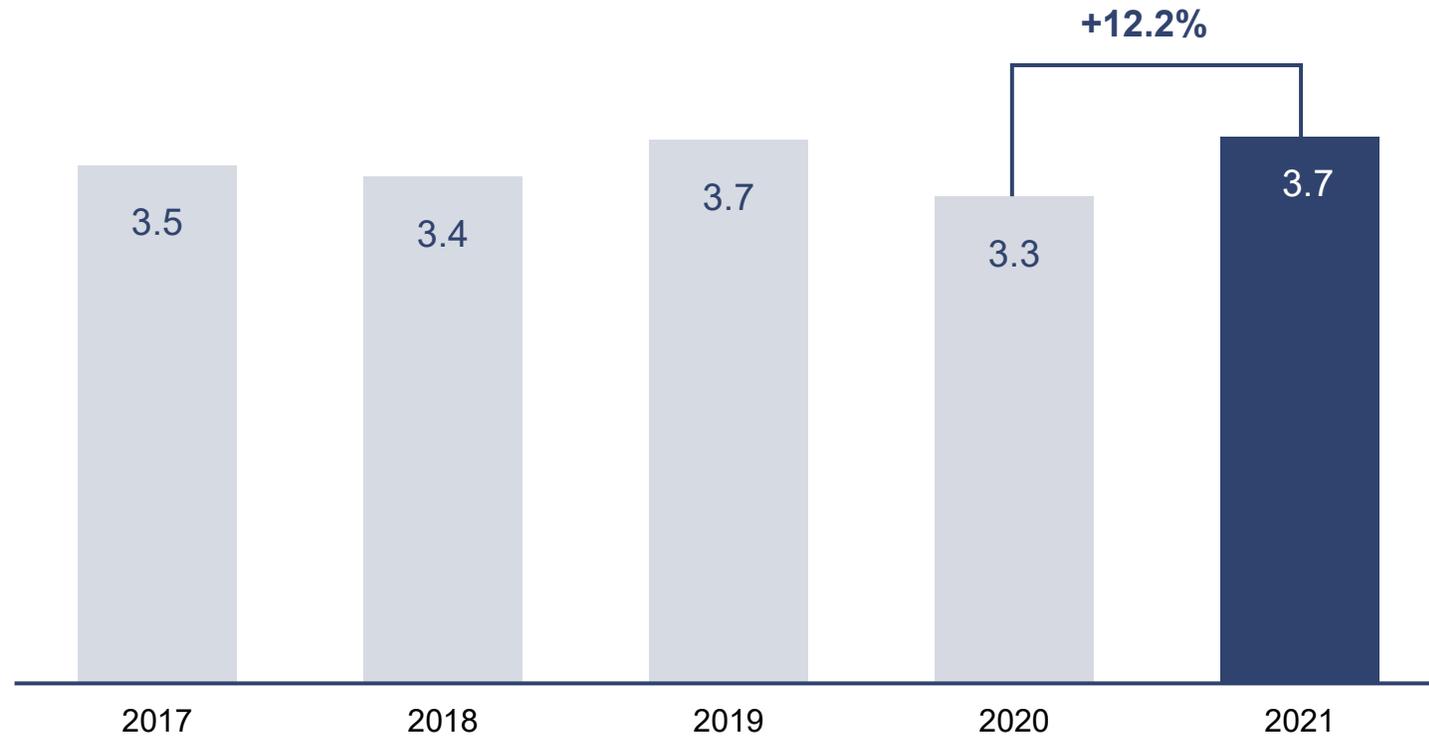
Webasto successfully advances its transformation

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

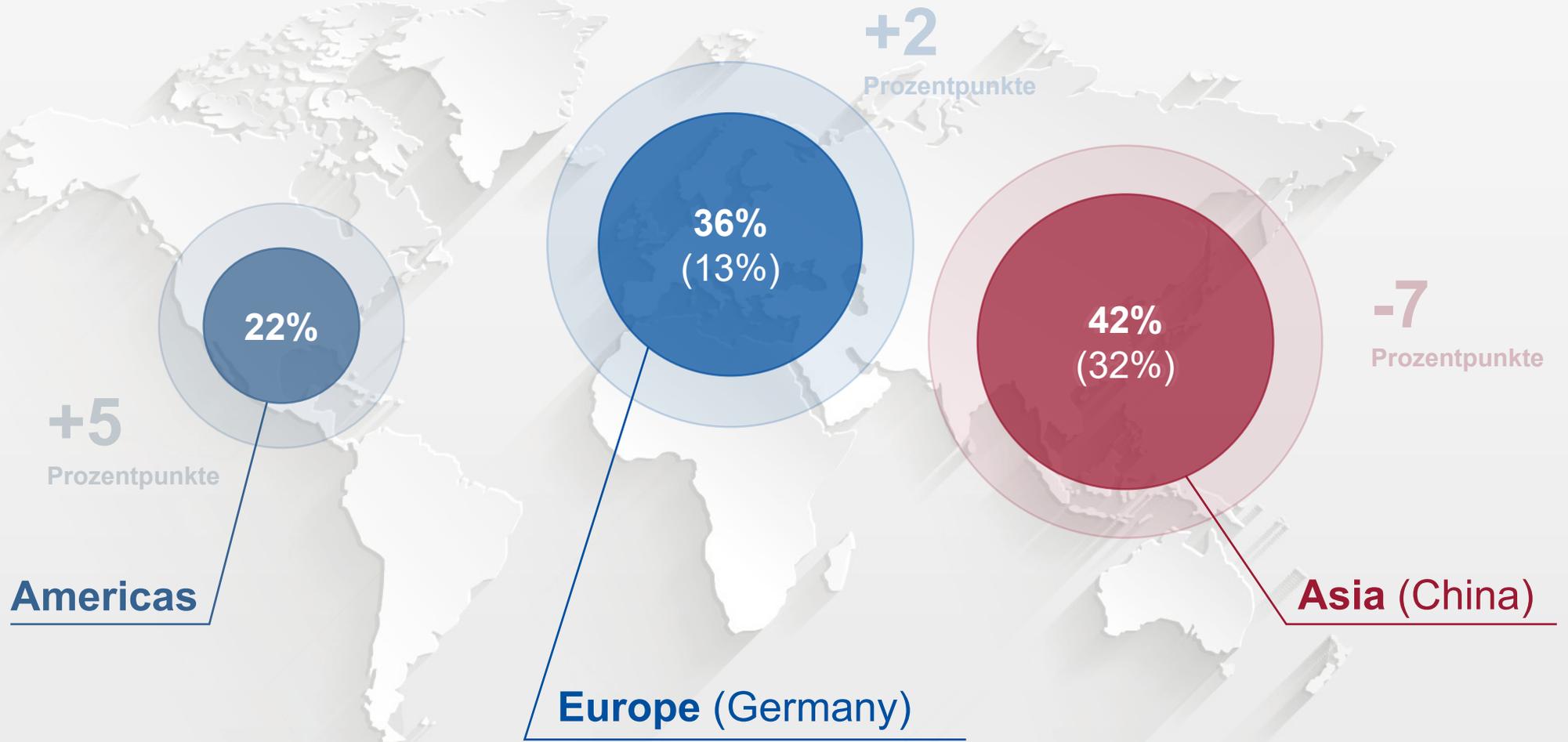
Stockdorf, May 17, 2022

Sales in 2021 at pre-crisis level, growth significantly above market development

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

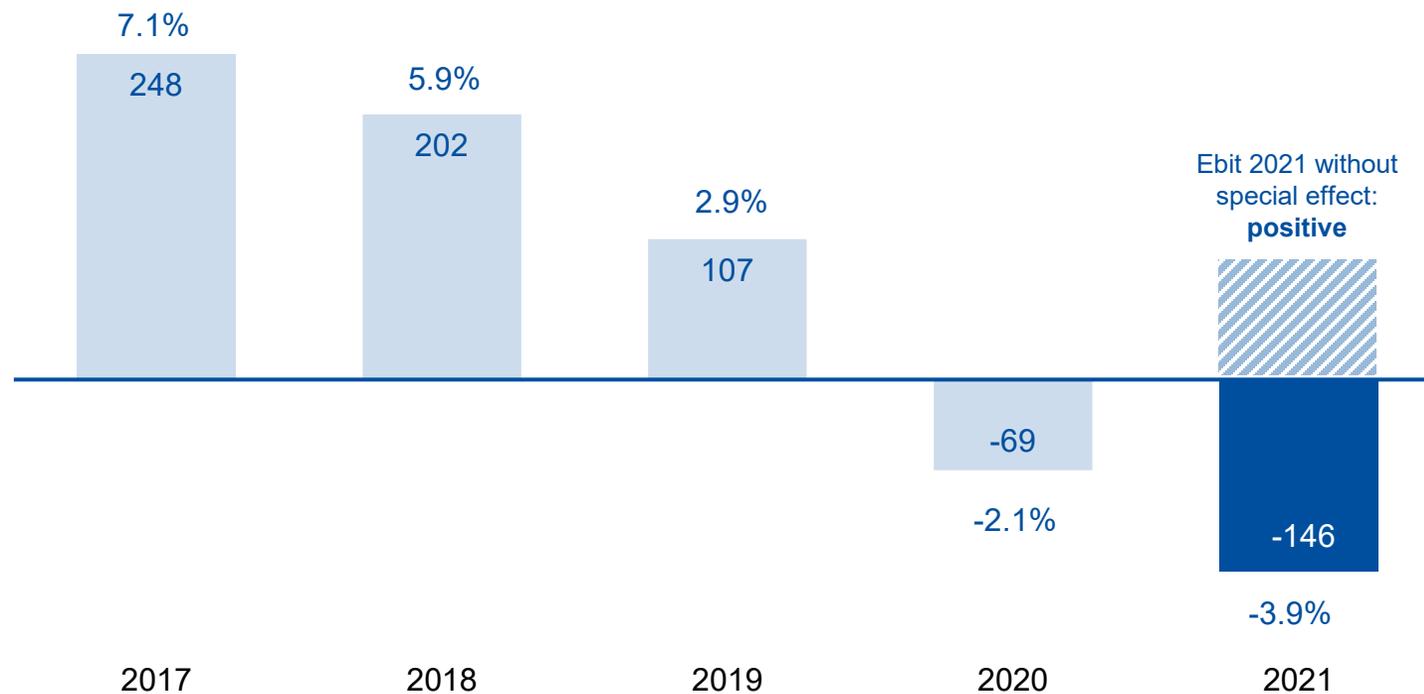


Regional sales shift in 2021 in favor of the regions Americas and Europe



Investments, material costs and challenging major project impact strain Ebit 2021

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

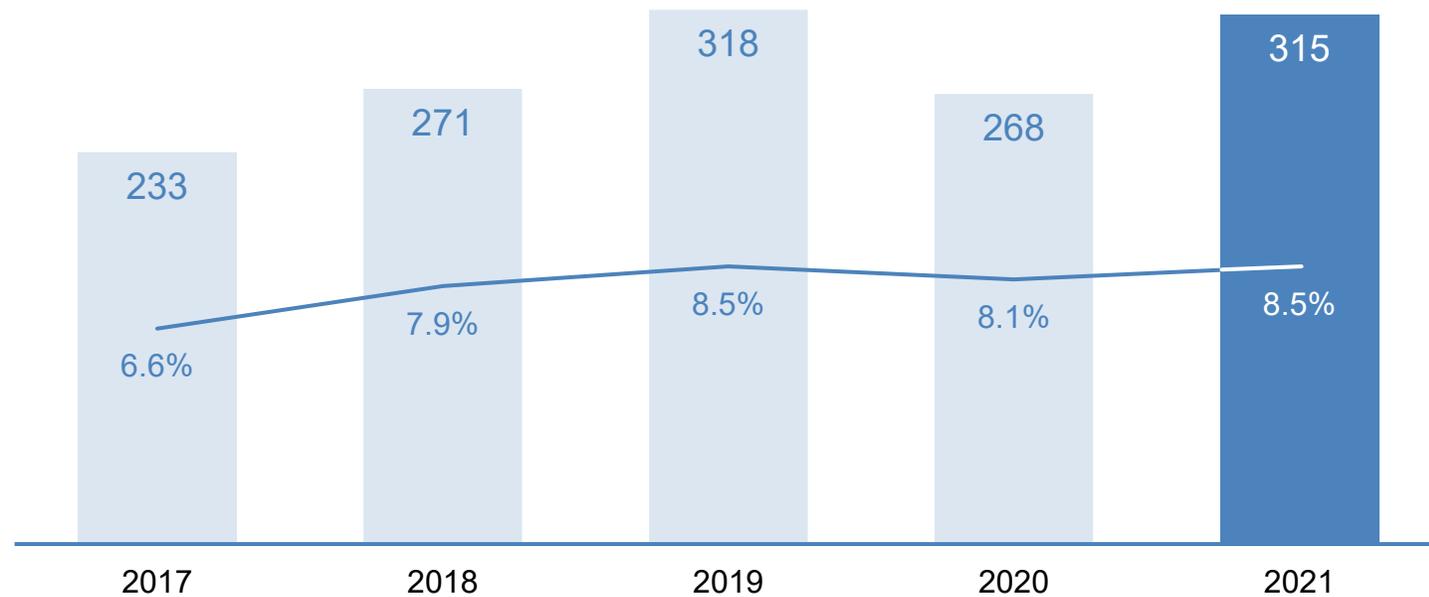




Continuing consistently on the path to the mobile future

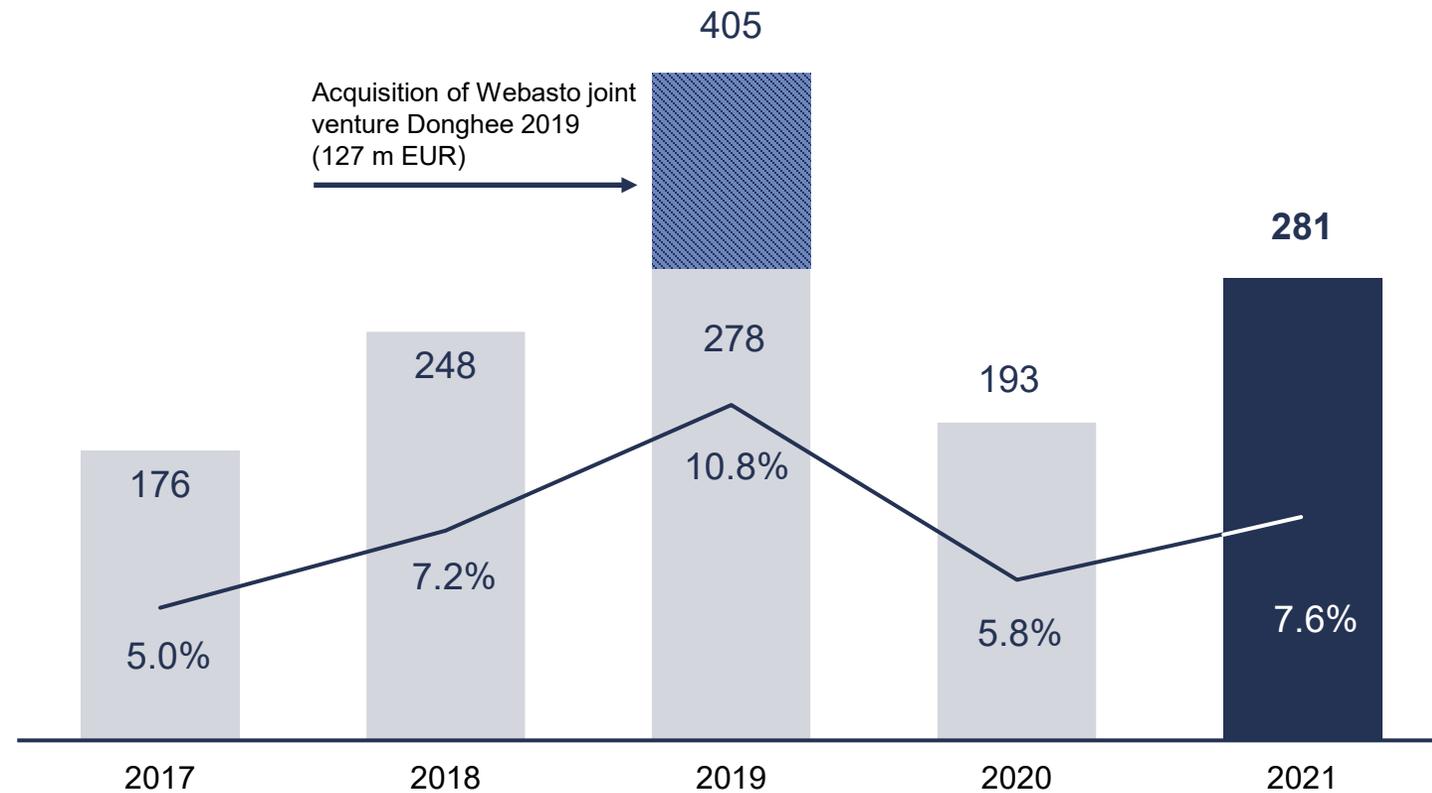
Research & development expenses at pre-Corona level in 2021

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



Significant increase in investments in 2021 in core as well as new business fields

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





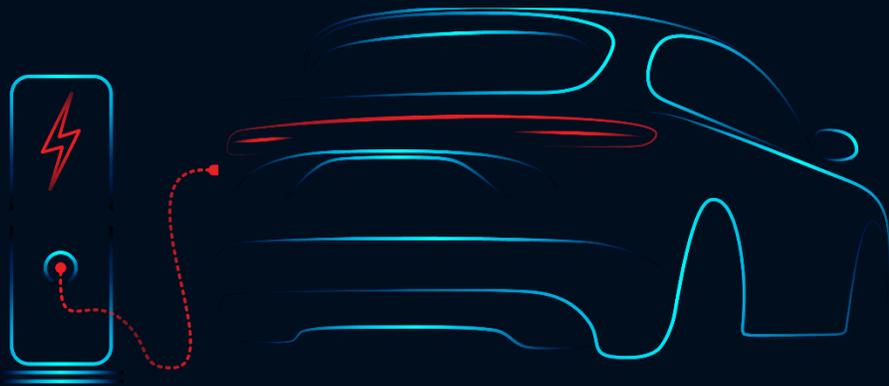
Video Clip
Dangjin



New battery plant of Webasto in Dangjin (South Korea) Start series production for full-electrified passenger cars in 2022

Investments in electromobility to date

~ 700 m EUR



▶ **Technologies** Batteries, charging solutions, electrical heaters

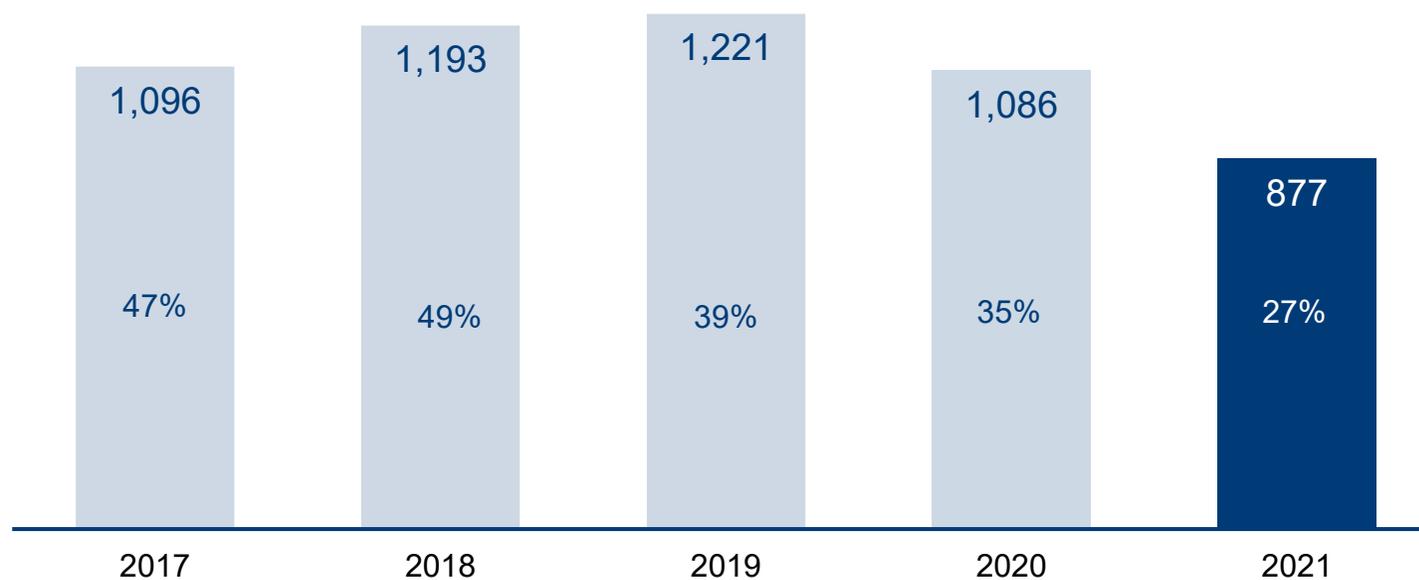
▶ **Ramp-ups** Facilities, equipment

▶ **Staff** Competencies, capacities

Solid equity base 2021

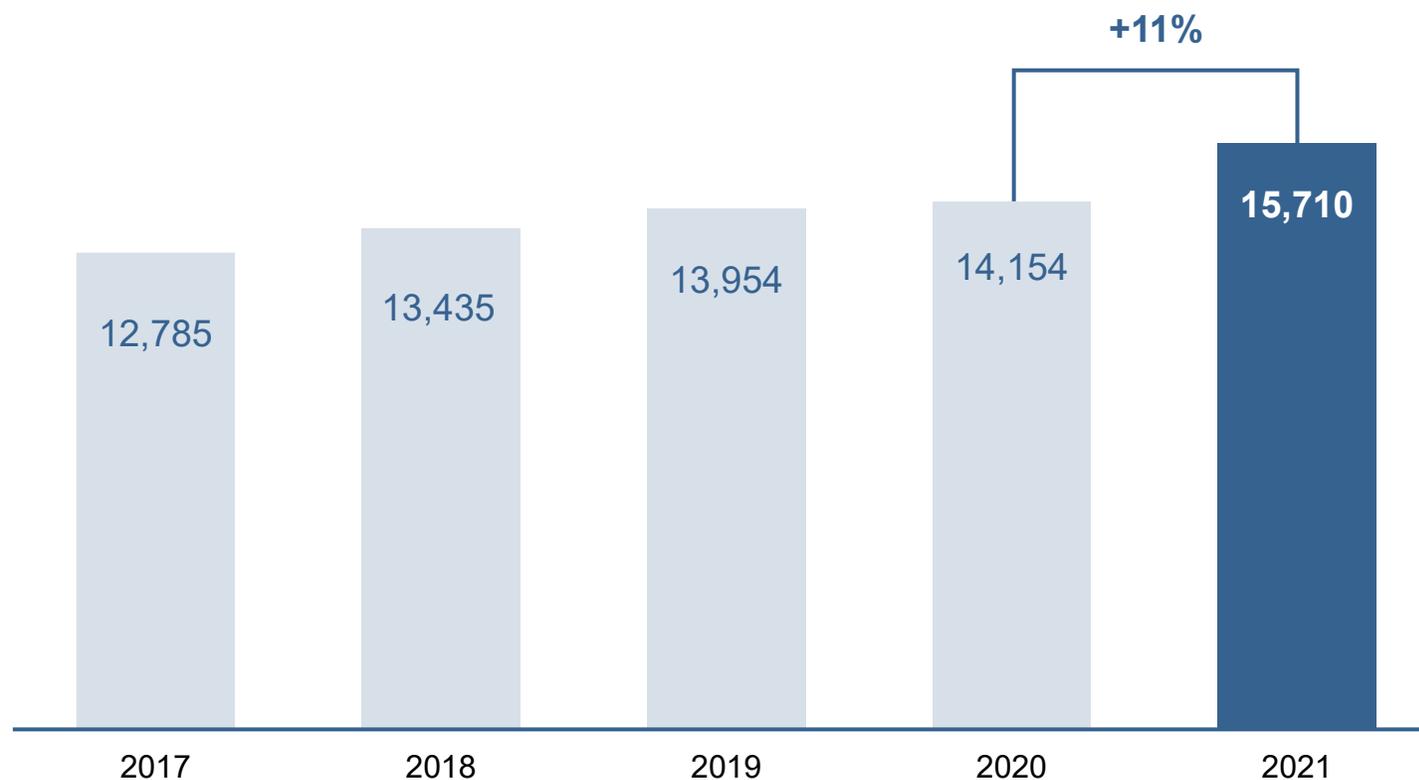
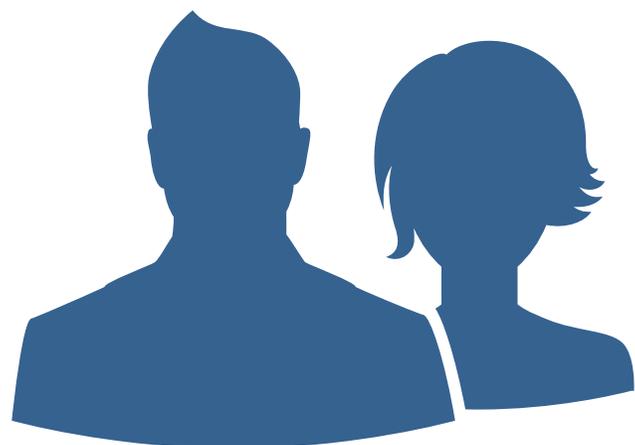
Ratio declined due to investments and losses

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



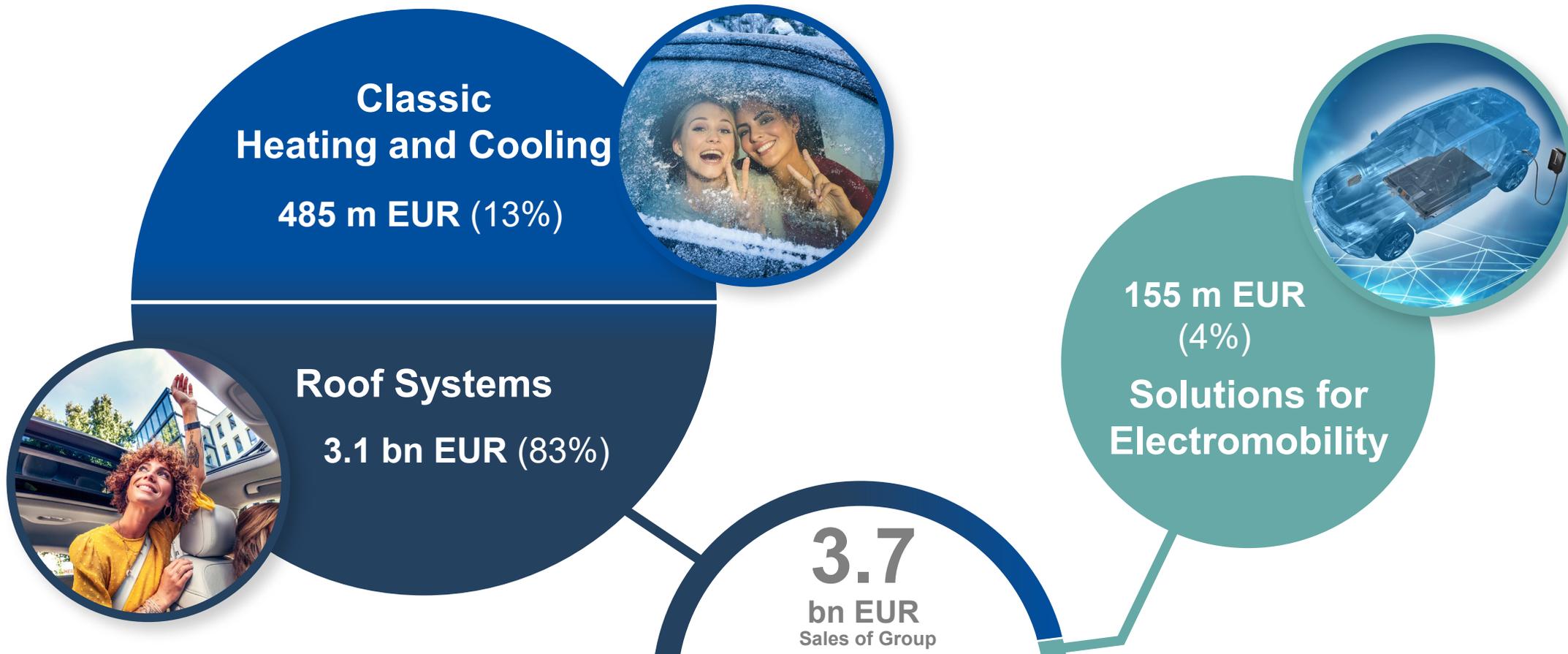
Increase in employment in 2021 for the realization of major projects and expansion in the field of electromobility

development of the number of employees over the last five years



Growth in sales in 2021

in core business and new business fields



Encouraging development in roof segment

- **Sales increase in 2021**
from 2.8 to 3.1 bn EUR (+11 percent)
- **From small to very large:** Ramp-ups a.o. for Fiat 500 and Mercedes Benz S-Class
- **Systems for autonomous driving:**
First orders from Chinese passenger car manufacturers for roofs with integrated sensors (SOP 2023)
- **Higher demand in Asia:**
 - Extension of capacities in Hiroshima (Japan)
 - Start series production in new plant in Pune (India)



Successful with proven heating and cooling solutions

- **Sales growth despite volatile market environment:** from 440 to 485 m Euro (+10 percent)
- **Development slowed by semiconductor shortage**
- **Stable market position** a. o. due to orders for parking heaters from various European commercial vehicle manufacturers
- **Future-proof transatory technology:**
 - Long combustion life
 - Operation with CO2-neutral fuels possible



Batteries: established system for commercial vehicles

- Continued high demand for standard battery system in 2021
- Around 25 vehicle manufacturers now rely on the Webasto solution (e.g. Lohr, Goldhofer, Huber Automotive, Green-G)
- Future market for zero-emission construction machinery: cooperation with Dutch start-up (conversion of two excavator models)



Growing demand for charging solutions worldwide

- Production of more than 200,000 charging solutions in 2021
- Series production for five new projects in North America started in 2021
- High order backlog in Americas: 4.9 million mobile chargers und 360,000 wallboxes
- Decision for capacity expansion in Mexico
- In 2021: launch of Webasto Next with connectivity functions



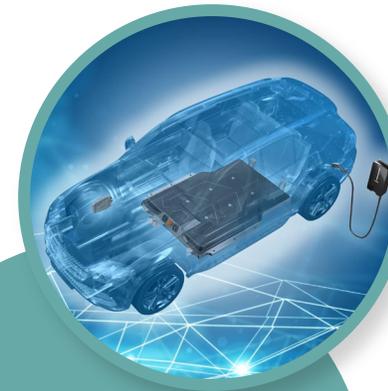
2021 very good year for electrical heating

- Start in 2015 with 5,000 Highvoltage Heaters, in 2021 about 400,000 units
→ overall more than one million devices
- Numerous new series orders for HVH from car and commercial vehicle manufacturers worldwide
- Strong customer interest reflects market trend toward 800-volt-solutions
→ new projects for HVH 100 a.o. with Chinese OEM and German truck manufacturer



Exchange of divisions important for momentum in the transformation toward sustainable mobility

CORE BUSINESS



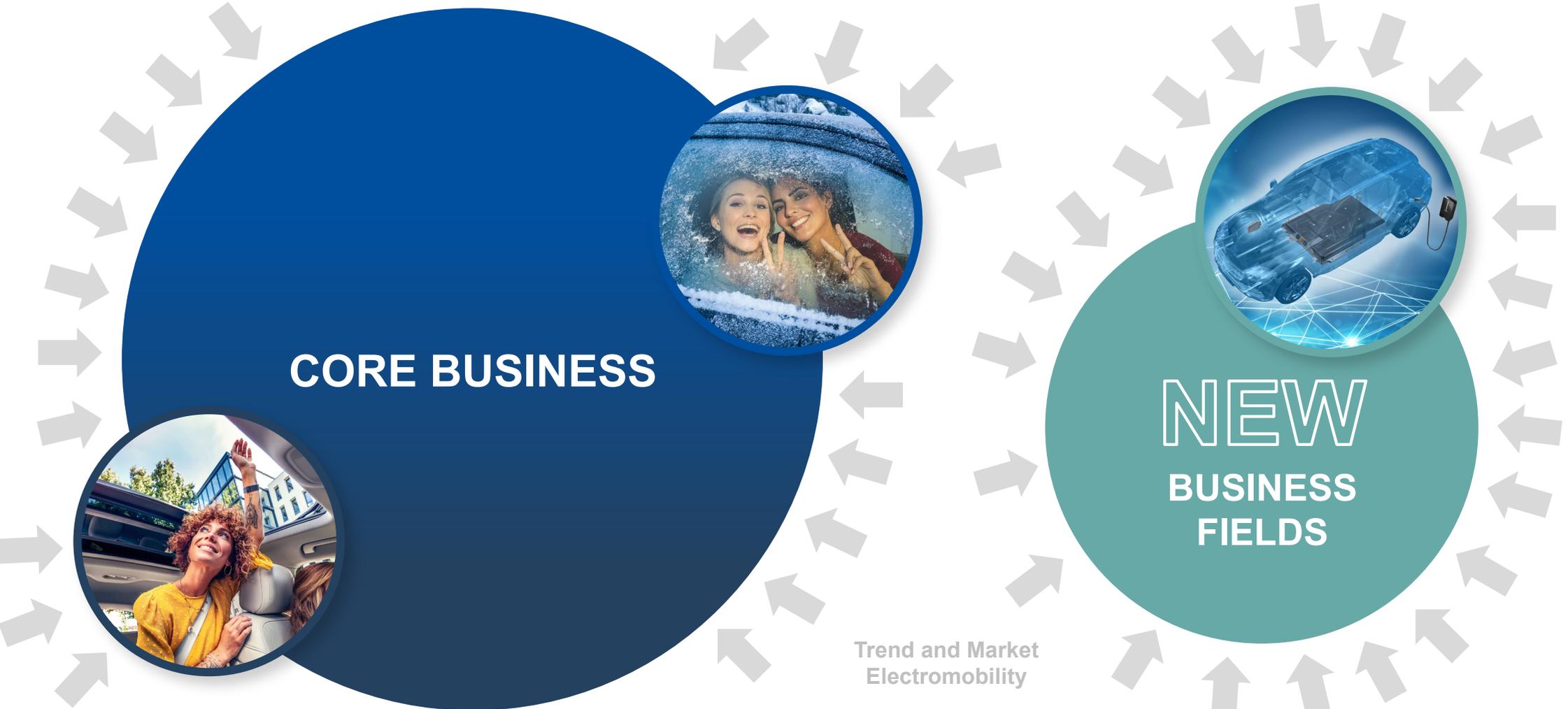
**NEW
BUSINESS
FIELDS**

Exchange of divisions important for momentum in the transformation toward sustainable mobility

CORE BUSINESS

NEW BUSINESS FIELDS

Trend and Market Electromobility



Exchange of divisions important for momentum in the transformation toward sustainable mobility



CORE BUSINESS



**NEW
BUSINESS
FIELDS**

Our goal: innovative system partner with global development and implementation expertise focused on e-mobility



Optimal roof portfolio for electromobility

- Focus on lightweight design and space optimization for openable roof systems
- Additional major market potential for closed roof systems
→ Expansion of capacities
- Continuous innovations and new features for greater convenience and attractive design



Revival of the solar roof

- Development for the first time for Audi 80
- Orders from Hyundai-Kia and an US SUV manufacturer
- Power: up to 300 watts peak
- Generates energy for up to 270 km (in a sunny month)

Video Clip
Solar roof



© Hyundai Motors

Reliable heating systems for electromobility

- Rising demand for high-voltage heaters for passenger cars and commercial vehicles
 - Doubling of production capacity
 - Neubrandenburg plant expansion by 2024; investment volume: 16 m EUR
- Parking heaters for transitional phase
- Webasto Range Plus for electrically powered vans: retrofit air heater extends range by a third



Efficient charging solutions for electromobility

- Wallbox: Webasto Unite (Launch Europe in 2022)
- Mobile charger Webasto Go (Launch Europe in 2022)
- Start production in new plant Guanajuato (Mexico) in summer 2022
- Extension of product range with bi-directional charging solutions
- Continuous expansion of the digital service offering



Powerful batteries for electromobility

- Two more orders for passenger car battery
 - New high-volume project from Hyundai-Kia
 - Cooperation with first German OEM
→ Investment in new battery plant in Europe
- Start of series production for hybrid vehicles in China in August 2022
- Next-generation standard battery for commercial vehicles under development (launch in 2024)



E-Mobility becomes second strong pillar

Order entry
e-mobility in Q1/2022

HIGHER

than in core business for the first time

5 bn EUR

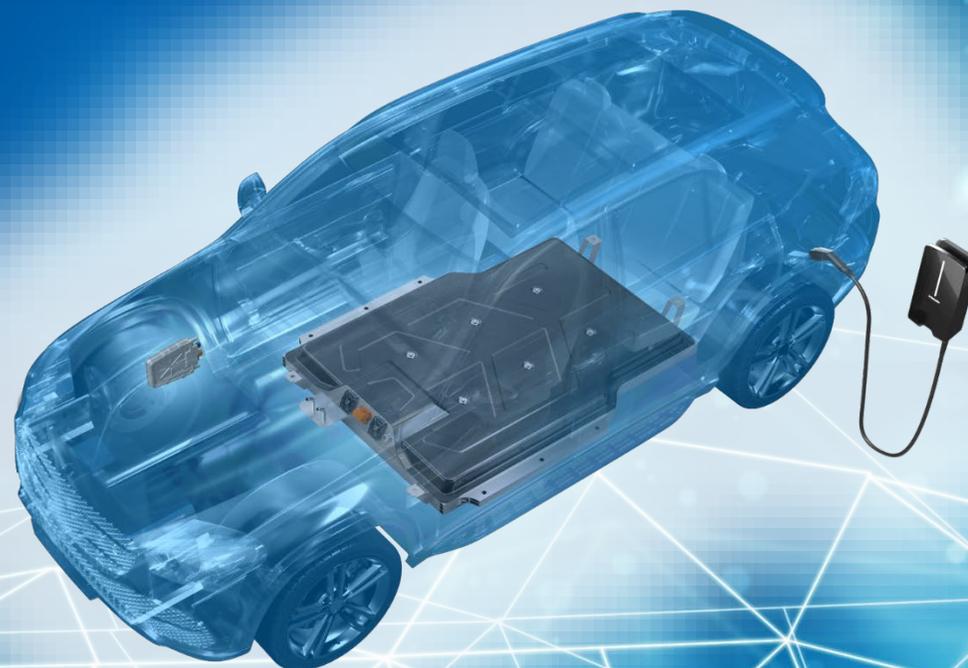
Order backlog e-mobility
end of Q1/2022 (out of a total of 26.5 bn EUR)

Target of **1 bn EUR**

Sale exceeded till 2025

New battery orders in 2022
with a volume of more than

1 bn EUR

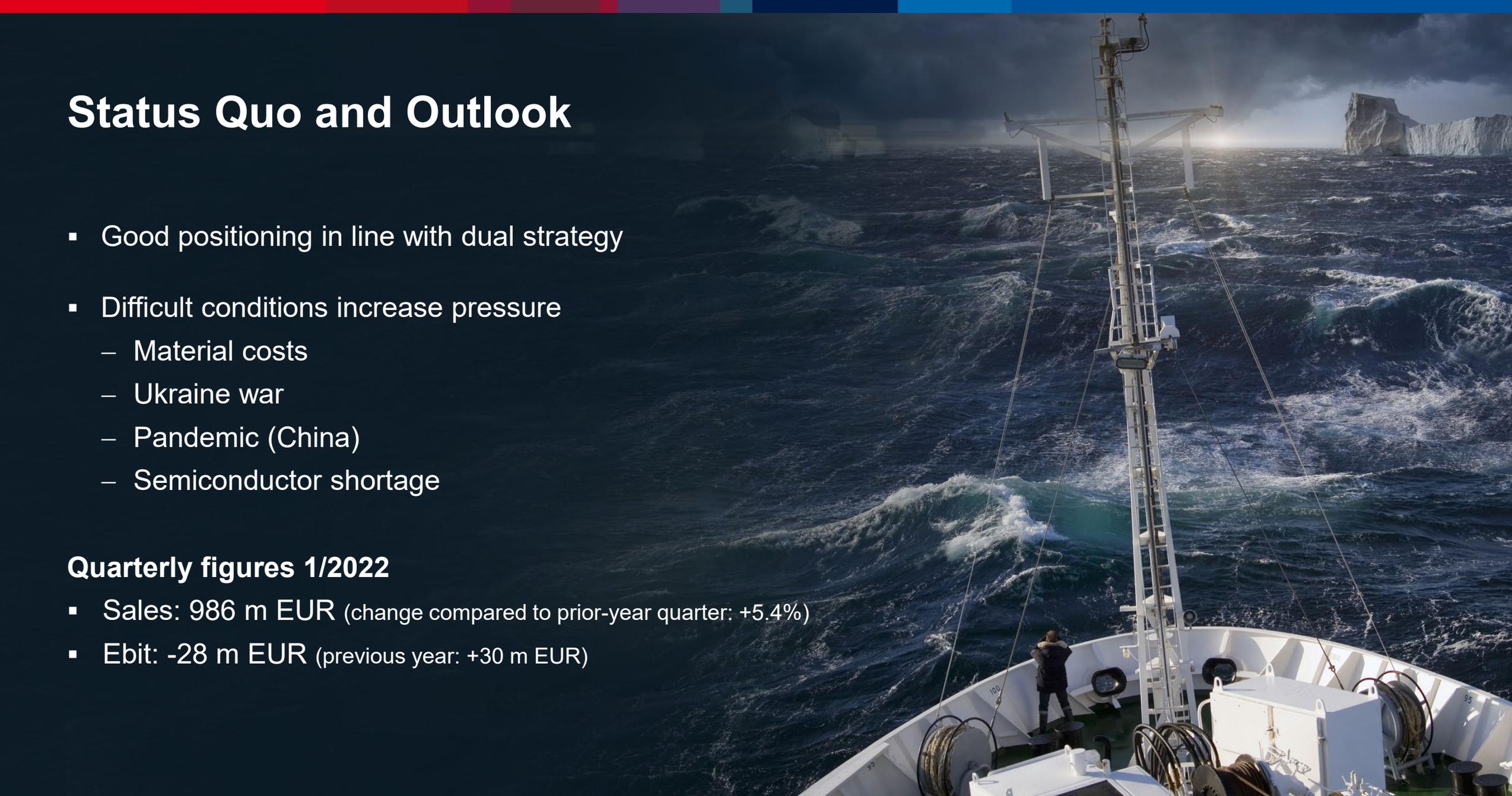


Status Quo and Outlook

- Good positioning in line with dual strategy
- Difficult conditions increase pressure
 - Material costs
 - Ukraine war
 - Pandemic (China)
 - Semiconductor shortage

Quarterly figures 1/2022

- Sales: 986 m EUR (change compared to prior-year quarter: +5.4%)
- Ebit: -28 m EUR (previous year: +30 m EUR)



Demanding crisis management

- No annual forecast possible for 2022 due to major uncertainties
- To safeguard earnings
 - Consistent cost saving
 - Long-term oriented exchange with customers and suppliers
 - Investments put to the test
- Coordination of production network anchored in management board
 - New position Chief Operating Officer



Management Board of Webasto SE (as of April 1, 2022)

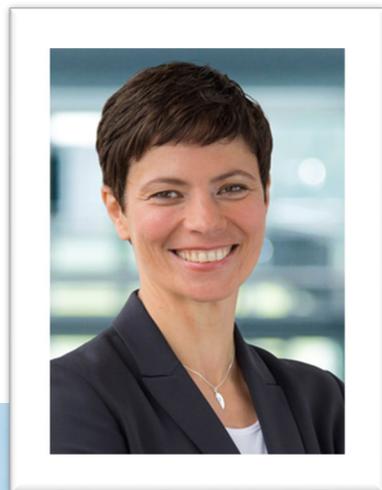
Marcel Bartling
Chief Technology Officer



Dr. Holger Engelmann
Chairman
of the Management Board

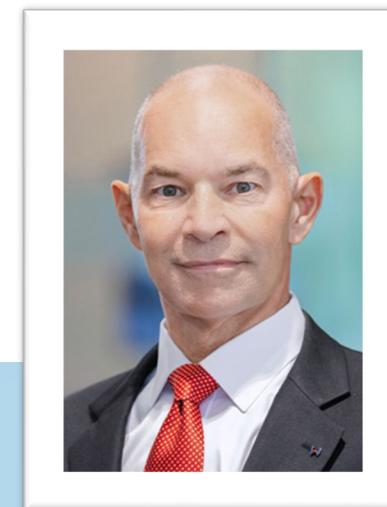


Arne Kolfenbach
Chief Financial Officer



Dr. Silke Maurer
Chief Operating Officer

Freddy Geeraerds
Global Responsibility
of Roof Business





Focused moving forward on our transformation and growth course