We are shaping the mobility of the future – based on 150 years of sound values and a tireless passion for innovation.
### Eberspächer Key Figures

#### Performance Indicators in EUR million

<table>
<thead>
<tr>
<th>Performance Indicators</th>
<th>2016</th>
<th>Change on 2015 as a percentage</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4,323.6</td>
<td>-1.1</td>
<td>4,370.8</td>
<td>3,598.5</td>
</tr>
<tr>
<td>Revenue generated abroad as % of total revenue</td>
<td>67.0</td>
<td></td>
<td>67.4</td>
<td>62.4</td>
</tr>
<tr>
<td>Cash flow from operating activities¹</td>
<td>137.0</td>
<td>106.0</td>
<td>66.5</td>
<td>21.3</td>
</tr>
<tr>
<td>Ratio of equity to total assets as a %</td>
<td>20.1</td>
<td></td>
<td>16.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Equity ratio as %²</td>
<td>21.9</td>
<td>17.8</td>
<td>22.0</td>
<td></td>
</tr>
<tr>
<td>Capital expenditure³</td>
<td>131.4</td>
<td>6.7</td>
<td>123.2</td>
<td>142.5</td>
</tr>
<tr>
<td>Amortization, depreciation, and write-downs</td>
<td>91.7</td>
<td>8.3</td>
<td>84.7</td>
<td>72.7</td>
</tr>
<tr>
<td>Research and development expenses</td>
<td>147.3</td>
<td>-1.5</td>
<td>149.6</td>
<td>138.2</td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>506.5</td>
<td>5.5</td>
<td>480.3</td>
<td>441.7</td>
</tr>
<tr>
<td>Net income/net loss for the year</td>
<td>61.0</td>
<td></td>
<td>-29.2</td>
<td>3.6</td>
</tr>
<tr>
<td>EBIT⁴</td>
<td>127.7</td>
<td>1.0</td>
<td>126.4</td>
<td>57.7</td>
</tr>
<tr>
<td>EBITDA</td>
<td>219.4</td>
<td>3.9</td>
<td>211.1</td>
<td>130.3</td>
</tr>
<tr>
<td>Return on sales as a % (after taxes)</td>
<td>1.4</td>
<td>-0.7</td>
<td>0.1</td>
<td></td>
</tr>
<tr>
<td>Number of employees⁵</td>
<td>9,063</td>
<td>5.2</td>
<td>8,611</td>
<td>8,385</td>
</tr>
</tbody>
</table>

1 Since fiscal year 2014, prepared in accordance with DRS 21 (German Accounting Standard No. 21)
2 Including loan liabilities to partners
3 Without changes in the consolidated group
4 Earnings before tax, investment, and financial result
5 Average number of employees including trainees

#### Sales revenue by region

- 33% Germany
- 39% Europe excluding Germany
- 22% The Americas
- 6% Africa, Asia, Australia

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**EUR 4.3 billion**

After years of strong growth, 2016 revenues stabilized at a high level.

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**EUR 147.3 million**

Last year, seven percent of net revenue was invested in research and development.

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**9,063**

Approximately one in two employees work outside Germany.

In 2016, Eberspächer created 452 new jobs worldwide.
The Eberspächer Group is one of the world’s leading system developers and suppliers to the automotive industry. With its three divisions – Exhaust Technology, Climate Control Systems, and Automotive Controls – the company is a valued innovation partner and pacesetter for automotive manufacturers worldwide.

We strive to consolidate and further expand this position and the acknowledgment we receive as a market leader in technology and quality. Awards and recognition from our customers demonstrate our dedication and drive our progress.

Perpetual motion

Today, the artisan workshop founded by Jakob Eberspächer in 1865 is a globally active company. Steady and healthy growth is the foundation of the family business, now run by the fifth generation. Thanks to our economic independence, we are able to determine our focus and strategic direction and will continue to grow in the future. Our goal: to expand our market position in all product areas and meaningfully complement our existing portfolio.

Customer focused

Satisfied customers are inherent to our business. This is why we are committed to honest, open partnerships and business relationships built on trust. In addition to knowing the markets and their respective requirements, this also includes flexible and rapid delivery of automobile parts directly to assembly lines. Our aim is to consistently meet our customers’ high expectations. This is how we ensure long-term success.
Competence across the board

Eberspächer stands for innovative solutions in exhaust technology, automotive electronics, and thermal management for a broad range of vehicle types. This competence is in demand by vehicle manufacturers around the world. Our components and systems are used in a wide variety of applications: passenger cars, trucks and buses, recreational vehicles, boats and ambulances, in construction, agricultural and forestry machines. Whether more comfort, safety, or a clean environment on or off the road, our engineers get the best out of every application. We are already working on the mobility of tomorrow and providing decisive impetus for automotive progress.

Variety from a single source

With innovative exhaust technology, our products help to ensure that the most stringent emission and noise regulations are met in the millions of vehicles in which our products are installed. Our electronic solutions enable safer driving through efficient onboard network management.

The Eberspächer thermal management systems are designed for maximum comfort and safety. They ensure a pleasant climate in all types of vehicles.

Eberspächer researches innovations in all product segments which are technically mature when introduced into series production. Top-notch engineering in vehicles all around the world – made by Eberspächer.
As one of the world’s leading specialists in exhaust technology, Eberspächer develops and produces passenger car and commercial vehicle systems for a clean and quiet environment. We supply these to all major automotive manufacturers around the world. Our products contribute significantly to the fulfillment of emission and noise guidelines in Europe, the USA, and Asia. The goal is to further reduce fuel consumption and CO₂ emissions. In order to meet future legislation standards, we are developing pioneering SCR systems for automotive generations to come. We also combine intelligent lightweight construction with innovations such as Active Noise Cancellation (ANC). With this anti-sound technology, lightweight, compact exhaust systems can be designed, and exhaust emissions actively reduced.
Climate Control Systems

Effective vehicle climate control includes heating and cooling components. Eberspächer offers complete thermal management for every type of vehicle and drive type. With comfortable pre-heaters and auxiliary heating systems, as well as climate systems in passenger cars, commercial vehicles, buses, boats, and special purpose vehicles, our products always ensure the correct interior temperature. An additional plus for improved safety: the comfort solutions rapidly ensure ice-free windows in winter temperatures and provide pleasant cooling in summer. Our heating and cooling solutions are equipped with a clearly structured and intuitive user interface. Digitally linked, they bring the future into today’s automobile.

Automotive Controls

Eberspächer is a competent partner in vehicle electronics for the automotive industry. Specializing in high-performance, reliable products for power management, comfort systems, and engine management, we develop tailor-made solutions for sustainable mobility. Eberspächer supports highly or fully automated driving systems, modern driver assistance aids, and environmentally friendly engine specifications, such as start/stop function, with efficient onboard network management. In addition, we are the pioneers in high-performance battery management and complete power storage systems for special vehicles, medical technology, and in industrial applications.
Eberspächer covers the key international automotive industry markets.

Around 70 locations worldwide

Further information:
www.eberspaecher.com/en/worldwide
The success of our company is based on the foundation of our shared values.

Martin Peters
Managing Partner

Performance through appreciation

The greatest technological innovations come from people who are burning with commitment, intelligence, and passion, and who have the ability to think outside the box. Our employees have the opportunity and possibility to contribute their creativity and to exploit their potential. We rely on our traditional family values and are at the same time cosmopolitan, dynamic, and curious. Open and fair interactions with one another and our customers, in addition to flat organizational hierarchies, motivate and provide creative leeway. Ask and encourage: with interesting professional development opportunities for all employees and the promotion of a healthy work-life balance, Eberspächer is further expanding its international success.

As one of the world’s leading suppliers to the automotive industry, Eberspächer is a trendsetter through the contribution of all its employees. We want to continue this success story together in accordance with our corporate mission statement.
Through innovative anti-sound technology, our ActiveSilence system reduces exhaust noise, and our compact and extremely lightweight silencers also reduce CO₂ emissions.

Whether hybrid, electric, or fuel cell drive – Eberspächer develops and produces electrical PTC and fuel operated vehicle heating systems.

The additional installation of S-Caps in hybrid buses or electric vehicles protects the battery and increases its durability.

Eberspächer is further expanding its position as a technology leader, investing around seven percent of its net revenue in research and development. Our global network of more than 700 engineers and experts is already working on the mobility solutions of the future. Close cooperation with universities and research institutes allows the combination of scientific research and successful application in practice.

In basic research, we are always a decisive step ahead of our time. We drive forward standards, processes, and methods, and create prerequisites for the development of new series solutions. We not only pursue the goal of introducing our core competences into new technologies, but also of opening up new markets with existing product know-how. Our customers benefit from this worldwide.

Your satisfaction is our satisfaction

We demand a lot from ourselves and our work by keeping a close eye on the big picture and convincing our customers with consistent quality management. Based on our competence as an innovation leader, this covers all divisions: from the first idea in the development phase and the production through to logistics and IT. The highest standards are guaranteed around the world through international certification. This creates value and emphasizes the reliability of our work.
Mindful responsibility

Millions of vehicles are on the road with Eberspächer components and systems that are designed to contribute to reducing environmental pollution. From the development of new technologies and the entire production process through to delivery to our customers, we pay attention to environmental compatibility and the responsible use of resources. This is confirmed by environmental certifications at our largest locations, where we set ourselves concrete annual targets.

Environmentally friendly and safe technologies

Resource-saving production

Certified environmental management system

Reduction of noise and exhaust emissions

Recycling

Code of Conduct

As a global automobile industry partner with more than 9,000 employees worldwide, the Eberspächer name stands not only for excellent products, but also for the values of a 150-year-old family company. Integrity, obeying laws and legislation, as well as responsible behavior towards people and the environment constitute the foundation of our business dealings. Our Code of Conduct is binding for all employees and our Compliance Organization supports and advises on the implementation of and adherence to the defined Eberspächer principles and values.

“We acknowledge our social responsibility to our employees, business partners, and the community at large, and our responsibility to protect the environment and to preserve natural resources.”
Moving moments and defining stages of our family business. Since the company was founded by Jakob Eberspächer in 1865, we have been driven by inventiveness and ingenuity so that our visions become innovations – today and tomorrow.

Further information: www.eberspaecher.com/history
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1865</td>
<td>Master tinsmith and founder Jakob Eberspächer opens a workshop in Esslingen am Neckar, Germany, which soon specializes in metal-framed roof glazing.</td>
</tr>
<tr>
<td>1900</td>
<td>The first electrically powered machines are used; the staff increases to 80 employees.</td>
</tr>
<tr>
<td>1925</td>
<td>The number of employees grows to 350. The company produces glass roofs for factory halls, railway stations, and airship hangars across Europe.</td>
</tr>
<tr>
<td>1931</td>
<td>Production of mufflers for automobiles begins.</td>
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<tr>
<td>1933</td>
<td>The company starts developing vehicle heating systems.</td>
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<tr>
<td>1939–1945</td>
<td>Eberspächer is integrated into the armaments industry by the Nazi regime and, like many other companies, is assigned forced laborers. During the war, aircraft engine parts are also manufactured here for the first time.</td>
</tr>
<tr>
<td>1946</td>
<td>During the postwar period, Eberspächer produces products such as prostheses, metal cases, and small cookers.</td>
</tr>
<tr>
<td>1953</td>
<td>Pre-heaters go into mass production.</td>
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<tr>
<td>1954</td>
<td>The one-millionth muffler comes off the production line in Esslingen.</td>
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<tr>
<td>Year</td>
<td>Event</td>
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<tr>
<td>------</td>
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<tr>
<td>1965</td>
<td>The company celebrates its 100th birthday and sees a revenue of DM 100 million.</td>
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<tr>
<td>1974</td>
<td>Start-up of series production of catalytic converters for passenger cars. Four years later, development of particulate filters begins.</td>
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<tr>
<td>1975</td>
<td>A technological breakthrough is made in the form of the legendary B1L: it is the first vehicle heater which can be installed directly in the passenger compartment.</td>
</tr>
<tr>
<td>1980s</td>
<td>In the 1980s, Eberspächer invests intensively in internationalization. Production facilities are established in Sweden, France, and Switzerland.</td>
</tr>
<tr>
<td>1990s</td>
<td>In the 1990s, Eberspächer establishes subsidiaries in South Africa, the Czech Republic, the US, Great Britain, Brazil, and Poland.</td>
</tr>
<tr>
<td>1999</td>
<td>Electrical heaters of the catem subsidiary go into series production. The company rises quickly to become the global market leader.</td>
</tr>
<tr>
<td>2001</td>
<td>The company diversifies further and enters the vehicle electronics market.</td>
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<tr>
<td>2010</td>
<td>The company enters the bus and coach air-conditioning market and the commercial vehicle exhaust market in the US. The first high-voltage heaters for electric vehicles go into production.</td>
</tr>
<tr>
<td>2015</td>
<td>The company celebrates its 150th anniversary. Today, Eberspächer is pushing ahead with the digitization and networking of its products.</td>
</tr>
</tbody>
</table>
Management

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Managing Partner

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CFO
Managing Partner

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COO
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