

A GLANCE AT 2020

BENTELER. The family of driven professionals. Since 1876.

BENTELER 
makes it happen



WE MADE IT HAPPEN

"2020 was difficult, the market situation was weak, and the pandemic caused a drop in demand. We showed strength and proved ourselves to be a system-relevant, reliable partner to the global automotive industry."

Ralf Göttel,
BENTELER Group
Chief Executive Officer

Dear Ladies and Gentlemen,

It's said that a crisis reveals true character. At BENTELER, we demonstrated courage, showed strength and lived solidarity over the last year. Together, we confirmed our position as a system-relevant, reliable partner to the automotive industry.

In one of the most challenging years, both economically and individually, we not only consistently continued the transformation that we began early on, but intensified it. We made the high fixed costs customary in the industry more flexible, increased our efficiency and secured strategically important new orders. What's more, despite the pandemic, we stabilized our liquidity and successfully agreed on refinancing through to 2024. All of the financing partners went along with it – they know that we deliver what we promise and that our market position and strategy are fit for the future.

That's also shown by the results. Because although sales in 2020 slumped to EUR 6.4 billion due to the pandemic, our operating EBITDA is positive. Non-recurring and special effects such as substantial restructuring expenses led to a negative year-end result for the Group. We see this as an investment in our competitiveness.

The divisions

The automotive industry is in a state of upheaval. We responded to this at an early stage with our transformation program. By the end of 2019, the measures were already taking effect: The **Automotive Division's** results

developed positively. The pandemic exacerbated the situation in the industry, so we stepped up our transformation efforts in 2020. Successfully: although the division's sales were 16% below the previous year's level, operating EBITDA was clearly positive.

At the same time, we used the opportunity to drive forward innovations – such as the electrically heated catalytic converter, which significantly reduces harmful emissions during cold starts – and to position ourselves more strongly in growth areas such as e-mobility. Regardless, 85% of our products are drive and technology independent, so we are well positioned for the future.

Overcapacity, downward price trends, trade barriers: Even before the Covid 19 pandemic, the steel/tube market was challenging. Here, we also acted early. The transformation plans "Safeguarding the Future" in Germany and "Accelerate North America" in the USA are aimed at improving the cost structures of the **Steel/Tube Division** and adapting production capacities to customer requirements. Specifically, new plant networks, an efficient organizational structure, a modern sales approach and digitalization measures are all strengthening the competitiveness of our division.

Outlook

The pandemic is determining the present and the future: Although the markets have already started recovering, the positive trend is dependent on declining infection

figures. The pre-crisis level will not be reached until the end of 2022 at the earliest. In 2020, we prepared ourselves rigorously for what are now even more volatile markets. We will continue on this path with the goal of being agile, efficient and thus resilient to the new disruption. In order to remain an independent family business, we will continue this transformation consistently and passionately. Just as we work every day to make mobility even easier, safer and more sustainable. Side by side with our customers. Because we are their strong partner on the journey to the future of mobility.

All this is made possible by our employees. We would like to thank them for their passionate commitment. We would also like to thank our customers, partners and shareholders for their good cooperation and valuable support. Together we make it possible!

Salzburg, March 2021

Ralf Göttel

Chief Executive Officer
BENTELER Group

COMPANY PROFILE

BENTELER is an internationally operating family business serving customers in the automotive, energy and mechanical engineering sectors. As metal processing specialists, we develop, produce and distribute safety-related products, systems and services worldwide.

Under the strategic management of the holding company BENTELER International AG, registered in Salzburg, Austria, the business operations are organized into the divisions BENTELER Automotive and BENTELER Steel/Tube. In addition to BENTELER International AG, BENTELER Business Services GmbH, based in Paderborn (Germany), serves additional holding functions.

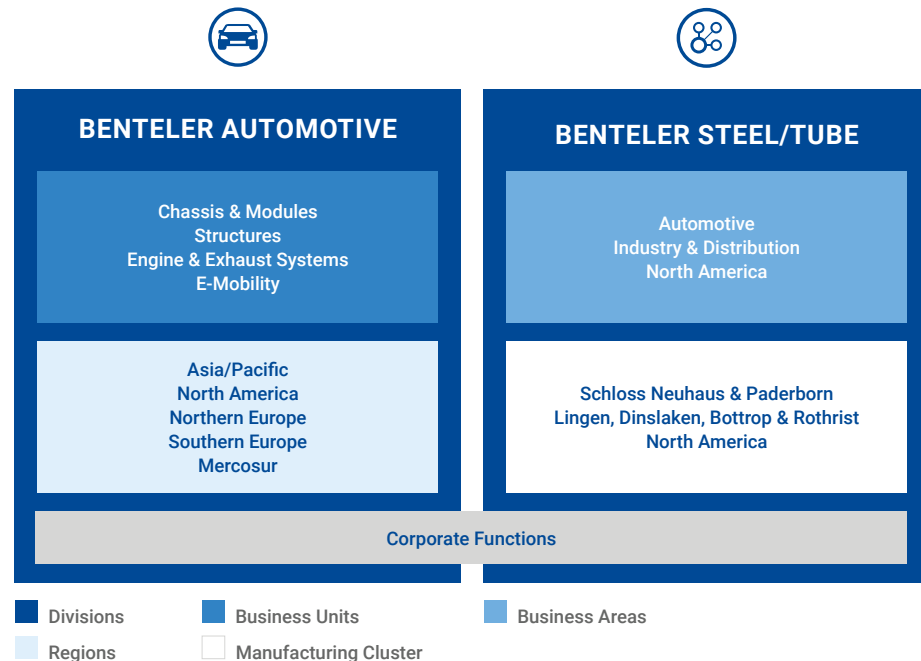
Our approximately 27,000 employees stand for first-class engineering, outstanding materials expertise and total vehicle competence along the entire value chain. As metal processing specialists with more than a century of experience, we accompany our customers at every stage of development – from the product idea to series production.

AGILE IN THE CRISIS

In Spring 2020, within a week, we established a global **Covid-19 task force** and nominated coronavirus contacts at each site.

With 98 locations in 28 countries, we are big enough to develop standards for our customers around the world. In the highest quality, delivered on time and at fair prices. Because we are their strong partner on the journey to the future of mobility.

BENTELER GROUP



BENTELER. The family of driven professionals.

BENTELER LOCATIONS

82

— PLANTS

LOCAL AROUND THE WORLD

With 98 locations in 28 countries, BENTELER is close to its customers around the world – wherever they operate. In fact we understand customer proximity in more than just the geographical sense: BENTELER also supports its partners strategically – from the product idea to series production. With many years of expertise, cross-divisional know-how and the ambition to develop the ideal solution for every requirement.

16

— SUBSIDIARIES

28

— COUNTRIES



#we make it happen


MILESTONES, CHALLENGES, SOLUTIONS

2020 was an extraordinary year. For us, too, the family of driven professionals. Here are a few examples of what moved us last year – and what we moved.

FOCUS ON THE YOUNG

Our employees are the key to our success. Now and in the future. That's why BENTELER enabled 537 young people worldwide to train in various apprenticeships last year.

BENTELER 
makes it happen



WE KNOW HOW TO FORM AND JOIN METAL LIKE NOBODY ELSE!

#metal processing specialist

Safety.

Since 2020, we have been supplying manufacturing-ready airbag tubes to customers worldwide. Safety testing of the airbag generator sleeves has been integrated into the production process, simplifying the global supply chain – and increasing safety.

[MORE INFO](#)

Process quality.

BENTELER was the only supplier to achieve a top position for process optimization in the Global KAIZEN Award 2020: Through constant improvements, our team in Camaçari, Brazil improved efficiency while at the same time increasing quality.

[MORE INFO](#)

Competence.

BENTELER has been active in metal processing for over 100 years. Last year, 21 plants celebrated anniversaries – such as Eisenach, Germany, and Goshen, USA, (both 30 years) and our site in Liberec, Czech Republic, where we have been producing for 25 years.

[MORE INFO](#)

TOGETHER WITH OUR PARTNERS AND THE NEWEST TECHNOLOGY ...



Reliable

To make faults a thing of the past, BENTELER has implemented a predictive maintenance project with the Fraunhofer Institute: BigData applications analyze the condition of the machines – and warn even before they fail.

#digitalization

Customer-friendly

We are where our customers need us. As experts in lightweight construction, we manufacture battery trays in Schwandorf, Germany, for example. In response to customer requests, we have increased our production capacity there twice in the past two years.



#global partner



Together

Total vehicle expertise, specialist knowledge of metal processing, undisputed electronics expertise and legendary design: With their cooperation, BENTELER, Bosch and Pininfarina S.p.A. have covered the complete development process for electric vehicles up to the start of production since 2020.

#partner network

... WE MAKE THE MOBILITY OF TOMORROW POSSIBLE.

Emission-free

During cold starts, things sometimes get dirty. But not when our new electrically heated catalytic converter is involved. It ensures almost 100% exhaust gas purification even during cold starts – and thereby already meets the requirements of the EU's upcoming exhaust gas 7 standard.



#sustainability



For each other

Covid-19 puts all of our health at risk. That's why we, as a family of driven professionals, implemented protective measures early on. We spontaneously produced and donated face shields, and developed an information campaign in 13 languages, rolled it out worldwide and made it available to others for free. Because we can only defeat the pandemic together.

#people

Future-oriented

We make mobility not only lighter, safer and more sustainable, we now also get our customers' e-mobility solutions on the road faster and more efficiently. For example, with our rolling chassis and its integrated systems.



#e-mobility

#bentelermakesithappen



LIGHTER, SAFER, MORE SUSTAINABLE

At our development locations, our colleagues are working on the challenges of tomorrow – together with our customers and suppliers around the world – that's how we develop the best solutions for global issues.

How do you extend the range of e-vehicles? What properties do new materials need? How can production be cost-effective and environmentally friendly at the same time?

Our approximately 900 BENTELER employees around the world address these and other questions together with our customers and suppliers. In 2020, BENTELER invested 85 million euros in research and development activities and applied for 38 patents.

Individual mobility is one of the greatest modern achievements. The task now is to make them sustainable and, at the same time, even safer. And affordable. We are working on this – through cost-efficient solutions in production. In the area of forming, for example: In future, it will be possible, even in series production, to integrate process steps into the hot forming process that were previously performed downstream. We are researching high-strength steels (AHSS), which not only have very high strength but also improved formability. We modify materials. We optimize the simulation methods in the pre-development of new materials – and can thus respond precisely to the wishes of our customers.

We are also working on cost-effective solutions in the growth field of e-mobility. They are urgently needed because public subsidies are expiring while legal regulations are changing in such a way that there is no way around e-mobility – either for OEMs or for end customers. We optimize electric vehicle manufacturing costs, for example through function integration and scalability. And, most recently, by optimizing the cooling plates integrated in the battery box. This reduces material usage, weight, complexity and, ultimately, the manufacturing costs of the entire battery box. The lower weight in turn increases the range.

In all of this, we also always think about the environment: We analyze the life cycle assessment of our products throughout their entire life cycle – and also discuss it with our customers. This Life Cycle Assessment shows, for example, that the targeted use of certain BENTELER locations can significantly improve the CO2 balance, for example through proximity to a customer's production site. And that is exactly our goal: To make mobility lighter, safer and more sustainable.

#innovations

AGILE, EFFICIENT, RESILIENT INTO THE FUTURE

The world is becoming more volatile, the future less and less predictable. We adapted to this early on and are therefore agile and efficient even in challenging times. With this resilience to the new disruptiveness, we also support our customers successfully navigate the new market conditions.

Expertise in metal processing, complete vehicle competence and outstanding materials know-how – we know our strengths. We are concentrating on these to achieve long-term and profitable growth in our core business. With the Automotive and Steel/Tube Divisions the BENTELER Group offers a balanced product portfolio and proven process and product capabilities. During the pandemic, we also proved how agile, courageous and efficient we are – especially in challenging times. In short: We are ready to seize opportunities in volatile markets and to face new challenges – together with and for our customers.

Last year, the Covid-19 pandemic caused the global economy to collapse. It's now slowly recovering and should reach pre-crisis levels by the end of 2022, provided a new pandemic wave doesn't dampen sales. This applies similarly to automobile production. We will take advantage of this positive trend by continuing to drive our transformation – towards greater profitability and competitiveness. We support our customers with an optimized product portfolio, excellent implementation and forward-looking expertise – for example in the area of lightweight construction – to get their mobility solutions on the road quickly and efficiently. In the highest quality, delivered on time and at fair prices.

In the Steel/Tube Division we will move even closer to our customers: Our products and services will precisely address, and solve, the challenges our customers face. All this as environmentally friendly as possible.

In summary, the BENTELER Group is focusing on sustainable profitability – in 2021 and the years following – in order to continue to provide our customers with the best possible support in the future. Because what drives us, as a family of driven professionals, is making mobility easier, safer and more sustainable. Together we make it happen.

#strong partner

For the journey into the future of mobility, you need strong partners. People you can count on, even in turbulent times. Whose nature it is, to look for the best solutions. Like us.

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BENTELER 
makes it happen



BENTELER KEY FIGURES

FINANCIAL YEAR 1ST JANUARY – 31ST DECEMBER 2020

		2020
External revenue Group	€ MILLION	6,358
External revenue BENTELER Automotive	€ MILLION	5,666
External revenue BENTELER Steel/Tube	€ MILLION	738
EBITDA	€ MILLION	160
Cash and cash equivalents	€ MILLION	585
Employees incl. trainees*		24,908
Locations		98
Plants		82
Countries		28
R&D budget	€ MILLION	85
Number of patents		38

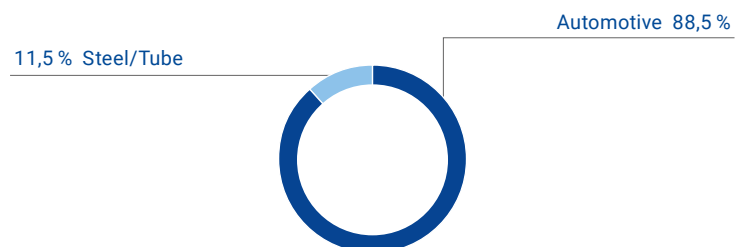
* annual average; measured in full-time equivalents; excluding contract workers

OUR STORY

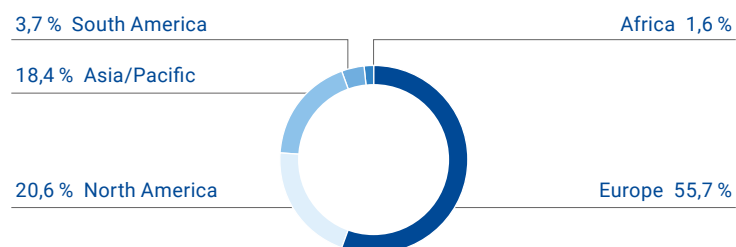
BENTELER AT A GLANCE

BENTELER develops solutions that make the difference – for our customers, employees and society. We are passionate about producing safety-relevant products, services and systems for the energy, auto-motive and engineering sectors that lead to success. And we do that in close proximity and collaboration with our customers. With our technological expertise and strong focus on successful implementation, we keep our promises. At BENTELER we give our all – with courage, ambition and respect – but we never give up. **BENTELER. The family of driven professionals. Since 1876.**

REVENUE BY SEGMENT



REVENUE BY REGION



PERSONNEL ANNUAL REPORT BENTELER GROUP 2020

EXECUTIVE BOARD OF BENTELER INTERNATIONAL AG

Ralf Göttel, Schönau am Königssee, Deutschland
(Chairman of the Executive Board, responsibilities: Strategy & M&A, Compliance & Board Affairs, Communication/Marketing, Human Resources, IT, Divisions)

Frank Jehle, Salzburg, Österreich
(responsibilities: Finance & Controlling, Legal & Insurance, Tax, Internal Audit), from September 1, 2020

Dr. Arno Haselhorst, Starnberg, Deutschland
(responsibilities: Restructuring Program, Transformation Office, Liquidity Office), from June 18, 2020

Guido Huppertz, Bergheim bei Salzburg, Österreich
(responsibilities: Finance & Controlling, Legal & Insurance, Tax, Internal Audit), until July 10, 2020

Isabel Diaz Rohr, Schönau am Königssee, Deutschland
(responsibilities: Human Resources, IT, Communication/Marketing), until July 31, 2020

SUPERVISORY BOARD OF BENTELER INTERNATIONAL AG

Henri Steinmetz, Aspelt, Luxemburg, Chairman
(former Chairman of the Management Board of the Ceramtec Group, Plochingen, Germany), from March 19, 2020

Dr. Georg Pachta-Reyhofen, Vienna, Austria, Deputy Chairman
(former Chairman of the Executive Board of MAN SE, Munich, Germany), from March 19, 2020

Hubertus Benteler, Salzburg, Austria
(former Chairman of the Executive Board of BENTELER International AG, Salzburg, Austria)

Prof. Dr. Bernd Gottschalk, Esslingen a.N., Germany
(Managing Partner of AutoValue GmbH, Frankfurt, Germany), from November 30, 2020

Joachim Limberg, Düsseldorf, Germany
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(Managing Director of H+S Automotive GmbH, Ittlingen, Germany)

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(former Member of the Executive Board of Marquard & Bahls AG, Hamburg, Germany), from November 30, 2020

Christian Caspar, Zurich, Switzerland
(Director Emeritus at McKinsey & Company, Inc., Zurich, Switzerland), until November 29, 2020

Axel Prym, Roetgen, Germany
(former Managing Director of William Prym GmbH & Co. KG, Stolberg, Germany), until November 29, 2020

Dr. Ulrich Dohle, Stuttgart, Germany, Chairman
(former Chairman of the Executive Board of Rolls-Royce Power Systems AG, Friedrichshafen, Germany), until March 19, 2020

HEADS OF THE DIVISIONS

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Dr. Emerson Galina
Dr. Jürgen Stahl

BENTELER STEEL/TUBE

Christian Wiethüchter
Dr. Tobias Braun

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