

## 2022 Annual General Meeting

### Key points in speech by Aldo Kamper, Chief Executive Officer

- **LEONI recovering despite turbulent setting:** 2021 was a challenging year for the entire car industry; from persisting bottlenecks in global supply chains to volatility in product uptake through to the battle against the coronavirus pandemic. Despite this setting, we succeeded in further stabilising LEONI, meaning that we can now confront this year's challenges from a stronger foundation.
- **Successful conclusion:** In 2021, we successfully completed our VALUE 21 performance and strategy programme launched in early 2019, thereby considerably raising not only LEONI's resilience but also the whole organisation's agility.
- **Strategic focus:** We took some important steps forward in strategically focussing our company on the automotive industry in 2021, for instance by selling the non-automotive business of Business Group Industrial Solutions. At the same time, we thereby bolstered our equity and raised our liquidity.
- **Securing long-term success:** We launched VALUE 21's successor called ValuePlus to concisely and resolutely improve our performance even more in terms of common, everyday processes and simultaneously to accentuate the right strategic and technological factors for our future.
- **LEONI stands by Ukraine:** The commitment and motivation that our Ukrainian employees are showing is simply outstanding and admirable, which is something our customers are also confirming. Not least for this reason, we were in fact able to resume production in Ukraine just a few days after the war broke out.
- **New stability and structure:** Thanks to having successfully implemented VALUE 21, we exceeded our annual gross savings potential targets, have become a lean financial and administrative holding company, are being much more selective with new contracts and are being more disciplined in managing working capital. In so doing, we are concentrating on our long-standing, strategic customers.

- **Promising orders:** With new orders in the wiring systems business comprising a projected total volume of 3.3 billion euros, we more than doubled our total order intake in 2021 compared with the previous year. The proportion of projects in the electromobility segment stood at 43 percent. Our order backlog totalled projects worth 21 billion euros at the end of 2021, of which 33 percent in the electromobility segment.
- **Old and new challenges:** The rapidly rising energy and raw material prices, the persisting bottlenecks in global supply chains and the war in Ukraine: the start to the year has already shown that 2022 will be another highly challenging year.
- **Authorisations for capital increases:** I would like to ask you for your support in the votes on the authorisations to increase capital that are on the agenda thereby, enabling us where appropriate to flexibly take such supporting action in the future, too.
- **The next phase:** With ValuePlus, we are expanding the focal points of VALUE 21 to include further strategic levers for greater profitability, sustained growth and long-term competitiveness. To that end, we have defined additional areas of strategic action covering procurement, production, technology, automation, portfolio optimisation, sustainability, human resources and organisation.
- **Setting the course:** We have established the organisational structures needed to resolutely implement ValuePlus. I am delighted that the Supervisory Board has, effective 1 February 2022, appointed Dr Ursula Biernert as Chief Human Resources Officer and Ingo Spengler as Chief Operations Officer. I am likewise pleased that Dr. Harald Nippel succeeded Ingrid Jägering as Chief Financial Officer on 1 April.
- **Systemically relevant products:** Our core product, the wiring system, is systemically relevant. Due to such megatrends as e-mobility, connectivity and autonomous driving, its significance will increase further in the years ahead. As an innovative technology and development partner to the automotive industry, LEONI is in a good starting position in this respect. Demonstrating this is, for example, the ATLAS-L4 project with other well-known partners based in industry, the scientific community and software development.

- **Zonal architecture:** We intend to grasp the opportunities of the trend towards zonal architecture in wiring systems. Zonal architectures facilitate not only safe control of the steadily growing number of sensors, chips and other applications in modern vehicles. They also open up new possibilities in terms of standardisation and thus automation in production.
- **Focus and concentration:** We are aware of the many imponderables ahead of us in the upcoming months. We will continue to concentrate and focus on mastering and developing our core business with the major carmakers. In so doing, we will benefit not least from the outstanding employees, their travails and their ideas, which distinguish LEONI as a company.