

COMPENSATION REPORT

2025

Compensation Report

The compensation report of ElringKlinger AG presents in a transparent and readily intelligible manner the compensation individually granted and owed to the members of the Management Board and the Supervisory Board for the 2025 financial year, in addition to providing detailed explanations. The report complies with the requirements of the German Stock Corporation Act (Aktiengesetz – AktG). The 2024 Compensation Report was approved by 94.64% of the votes at the Annual General Meeting on May 16, 2025.

The compensation system for Management Board members is intended to align with the company's long-term corporate strategy as well as its objective of sustained success and to establish appropriate incentives for the Management Board in line with the "pay-for-performance" concept. In this context, compensation takes into consideration the size, complexity, and financial situation of the company as well as its prospects for the future. The focus here is on the duties and performance of the entire Management Board. The compensation system is founded on parameters that are transparent and performance-based, in addition to embracing the aspect of sustainability. The existing compensation system applies as from 2021 and was approved at the Annual General Meeting on May 18, 2021, with a majority of 98.8%. As from 2024, adjusted EBIT, rather than EBIT, has been incorporated as a key indicator of operating performance alongside free cash flow. Adjusted EBIT is a key indicator of the ElringKlinger Group's operating profitability and refers to earnings before interest and taxes adjusted for non-recurring items.

Overview of the compensation system of the Management Board

The table presented in this section of the report provides an overview of the components of the compensation system for Management Board members applicable to the 2025 financial year, the structuring of the individual compensation components, and the objectives on which they are based.

Changes to Management Board

On August 1, 2025, following a two-month onboarding period, Isabelle Damen assumed the role of CFO, a position previously held by Thomas Jessulat alongside his other duties. Isabelle Damen will be responsible for Finance, IT, and Legal & Compliance.

Compensation structure

The average compensation structure for the members of the Management Board is as follows: The share of the fixed annual salary in target total compensation payable to the Management

Component	Objective	Structuring
Fixed compensation components		
Annual fixed salary	Securing a basic income	Cash compensation
	Alignment with the Board member's area of responsibility	Payment in twelve monthly installments
Fringe benefits		Company car
		Mobile and communication devices
		Expense allowances
		Insurance benefits
Benefit allowance	Securing adequate pension provision	Payment of an annual fixed amount
Variable compensation components		
Short-Term Incentive (STI)	Profitable growth of the company	Adjusted EBIT
		Operating free cash flow
		Modifier to consider the individual as well as collective performance of the Management Board and implementation of non-financial targets
		Payment in cash
Long-Term Incentive (LTI)	Sustainable corporate performance and incentivization toward growth in enterprise value through share subscription	Commitment at the beginning of a financial year linked to financial performance criteria and the criteria-based modifier of the previous year's STI
		Performance of ElringKlinger stock
		Free access to the shares held after the four-year retention period

Tables continued overleaf

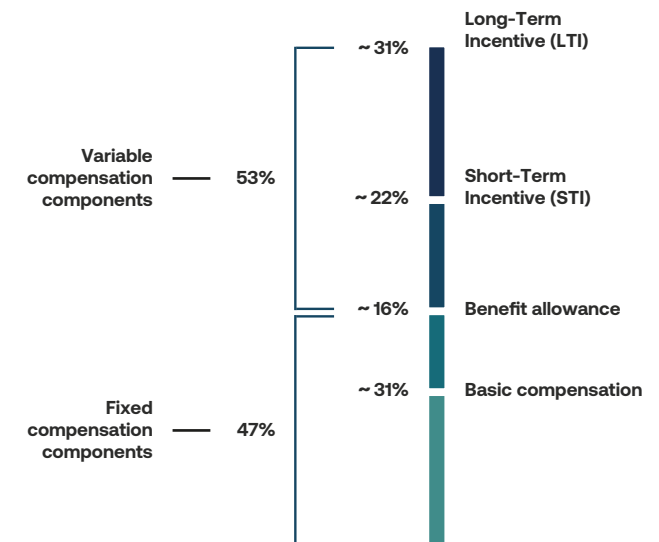
Component	Objective	Structuring
Benefits in the event of termination of employment		
Termination by mutual consent	Avoidance of excessive severance payments	Severance payment limited to remaining term of employment contract or maximum of two years' compensation
Other compensation arrangements		
Malus and clawback	Sustained corporate performance	Option for the Supervisory Board to withhold STI and LTI or to reclaim compensation already paid, e.g., in the event of compliance violations or erroneous consolidated financial statements
Maximum compensation	Restriction of disbursements to an appropriate level due to possible exceptional circumstances	Maximum compensation for the sum of annual fixed salary, fringe benefits, pension benefit allowance, STI and LTI: Chairman of the Management Board (CEO) EUR 3.5 million, ordinary member of the Management Board EUR 2.0 million
Share ownership guidelines	Sustained corporate performance	Shareholding obligation (share ownership guidelines) in the amount of twice the gross annual fixed salary for the Chairman of the Management Board and one times the gross annual fixed salary for the ordinary members of the Management Board
Deviations from the system of compensation	Safeguarding the sustained performance of the company	In exceptional circumstances the Supervisory Board has the authority to determine a different agreement
Non-compete clause	Protection against conflicts of interest	The Management Board is prohibited from engaging in activities in competition with the company

Board members, i.e., total compensation in the case of 100% target attainment of the variable compensation components, is around 31%. The benefit allowance in respect of private pension provision accounts for roughly 16% of target total compensation. The Short-Term Incentive accounts for approximately 22% of target total compensation, while the Long-Term Incentive accounts for approximately 31% of target total compensation. In the context of the compensation structure, the company thus ensures that variable compensation resulting from the attainment of long-term targets exceeds the percentage share associated with short-term targets. Thus, the focus is directed towards the long-term and sustainable development of ElingKlinger, as required by law, while at the same time an incentive has been established in respect of operational targets.

Maximum compensation

Maximum compensation for members of the Management Board constitutes a cap on the maximum possible payment of all compensation components for the respective financial year. According to the compensation system, it is defined as EUR 3.5 million for the Chairman of the Management Board and EUR 2.0 million for the ordinary members of the Management Board. Compensation granted and owed in 2025 is below these amounts, i.e., maximum compensation in accordance with Section 87a AktG for the 2025 financial year was complied with in the period under review. Individual maximum compensation for members of the Management Board is calculated by adding the fixed salary and pension benefit allowance as well as twice the STI and twice the LTI.

Overview of compensation structure relating to the compensation system

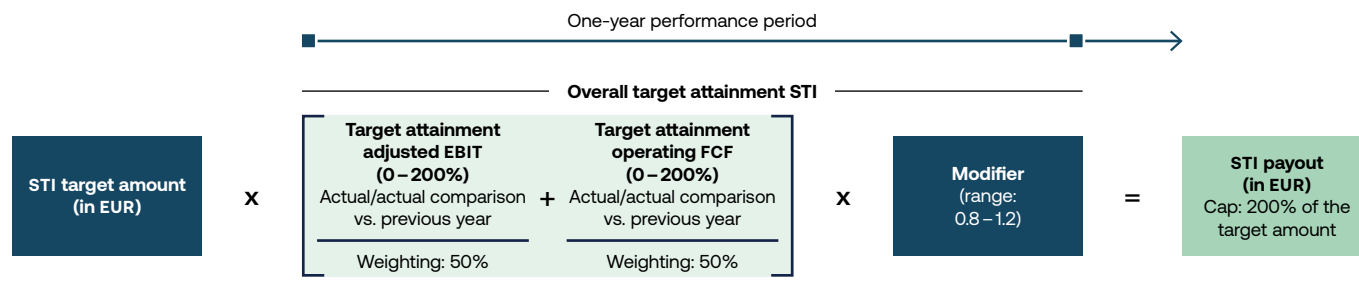


Management Board member	Individual maximum compensation in EUR k
Thomas Jessulat	2,700
Isabelle Damen	1,800
Reiner Drews	1,901
Dirk Willers	1,400

Annual fixed salary

The annual fixed salary is a cash payment in respect of the applicable financial year; it takes into account the area of responsibility of the individual Management Board member and is paid in 12 monthly installments.

Principles of the Short-Term Incentive (STI)



Fringe benefits

The members of the Management Board receive taxable benefits in kind (fringe benefits) that mainly consist of the provision of a company car, mobile and communication devices as well as insurance benefits and the coverage of any legal fees that may be incurred. In addition, relocation costs and costs incurred on a temporary basis in connection with a second place of residence are reimbursed for individual Management Board members.

Benefit allowance

The benefit allowance is a fixed amount that is paid out annually to the members of the Management Board. The members of the Management Board are entitled to use it for the purposes of their private pension provision. The company therefore bears no risks from pension commitments.

Short-Term Incentive (STI)

The STI is structured as a target bonus system and is calculated on the basis of the individual allocation value multiplied by the overall target attainment based on financial performance targets and a modifier. A commitment with regard to the STI is made annually and the amount is paid out in cash once target attainment has been determined. The maximum amount of the STI per

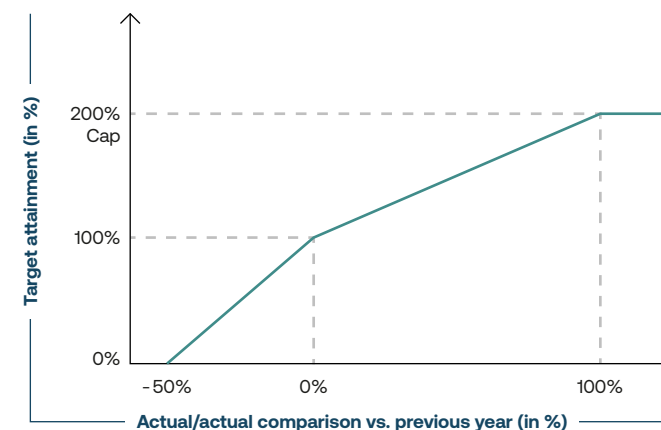
Management Board member is two times the allocation value. The principles of the STI are illustrated in the diagram "Principles of the Short-Term Incentive (STI)."

The STI is based on the two key financial performance targets adjusted EBIT (earnings before interest and taxes) and operating FCF (operating free cash flow), each weighted at 50%.

Adjusted EBIT refers to earnings before interest and taxes adjusted for the following items: Amortization/write-downs of intangible assets from purchase price allocation, changes in the scope of consolidation, impairment of goodwill and other assets, reversal of impairment losses, gains or losses on disposal from M&A activities, and other non-operating items. Adjusted EBIT is a key indicator of the ElringKlinger Group's operating profitability.

Operating free cash flow encompasses cash flow from operating activities less cash flow from investing activities, adjusted for payments in respect of acquisitions and investments in financial assets as well as proceeds from divestments. Operating free cash flow is a central control parameter used for the purpose of mapping the company's internal financing potential and the liquidity inflow from its operating business.

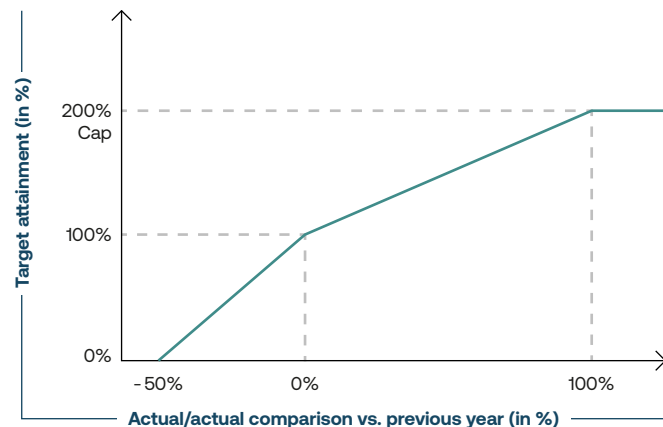
Target attainment curve for adjusted EBIT



The audited, certified, and approved consolidated financial statements of ElringKlinger AG are authoritative for both indicators. In the event of extraordinary circumstances, it is at the discretion of the Supervisory Board to set parameters deviating from the audited figures.

Target attainment with regard to adjusted EBIT is determined on the basis of a year-on-year comparison of actual figures. The actual value of adjusted EBIT in the respective financial year is compared with the actual value of adjusted EBIT of the previous financial year. If adjusted EBIT remains the same as in the previous year, target attainment equals 100%. If adjusted EBIT increases by +100%, the maximum level corresponds to 200%. In the case of adjusted EBIT of -50% compared to the previous year, the target attainment level is 0%, which corresponds to a minimum value. The values within this range are interpolated. The adjusted EBIT target attainment curve is presented in the diagram "Target attainment curve for adjusted EBIT."

Target attainment curve for operating FCF



Target attainment for operating FCF is also determined on the basis of a year-on-year comparison of actual figures. The actual value of operating FCF in the respective financial year is compared with the actual value of operating FCF of the previous financial year. If operating FCF remains the same as in the previous year, target attainment equals 100%. If operating FCF is up by +100%, the maximum level corresponds to 200%. In the case of operating FCF of -50% compared to the previous year, target attainment is 0%, which corresponds to a minimum value. The values within this range are interpolated. The target attainment curve for operating FCF is presented in the diagram "Target attainment curve for operating FCF."

An additional modifier enables the Supervisory Board to assess not only the level of financial target attainment but also the individual and collective performance of the Management Board as well as the achievement of stakeholder objectives on the basis of specific criteria. The criteria for assessment are determined by the Supervisory Board at the beginning of each financial year, at the latest within the first three months. It is at the discretion of the Supervisory Board to determine the modifier, which can range from 0.8 to 1.2.

Target attainment STI 2025

EUR k	Target	2025	Target attainment	Weighting	Weighted target attainment
Adjusted EBIT	87,551	88,647	101%	50%	50.5%
Operating free cash flow	58,437	33,052	13%	50%	6.5%
Total				100%	57.0%

For the 2025 financial year, the criteria for the modifier were set collectively for all Management Board members as improvement in accident rate, performance of ElringKlinger's share price, and improvement in energy efficiency. The accident rate measures the number of accidents at work per 1 million hours worked. The share price criterion is based on the performance of ElringKlinger

An individual allocation value is contractually agreed for each member of the Management Board. Overall target attainment is calculated from the sum of target attainment of adjusted EBIT and operating FCF multiplied by the modifier.

Determining the targets for the 2025 financial year

The financial performance targets were defined as follows for the 2025 financial year, resulting in the target attainment figures outlined below.

shares in 2025. Energy efficiency is calculated on the basis of CO₂ reduction. The indicator puts CO₂ emissions in relation to revenue. The modifier was determined by the Supervisory Board for all members of the Management Board, taking into account their joint accountability and corporate governance, and stands at 1.00.

Modifier	Target	2025	Target attainment	Weighting	Weighted target attainment
Improvement in accident rate	>10%	14%	1.20	1/3	0.40
Improvement in share price	>20%	-11%	0.80	1/3	0.27
Improvement in energy efficiency	>10%	10%	1.00	1/3	0.33
Modifier				1.00	1.00
Overall target attainment					57%

STI EUR k	Allocation value	Months	Total target attainment	STI
Thomas Jessulat	360	12	57%	205
Isabelle Damen*	260	6	57%	74
Reiner Drews	240	12	57%	137
Dirk Willers	200	12	57%	114

* July 1, 2025 was contractually agreed as the start date for the STI.

Long-Term Incentive (LTI)

The members of the Management Board are entitled to an annual LTI commitment. In accordance with the method applied to the STI, the allocation value is multiplied by the overall target attainment figure for the STI of the financial year preceding the respective financial year. The amount paid out for the respective financial

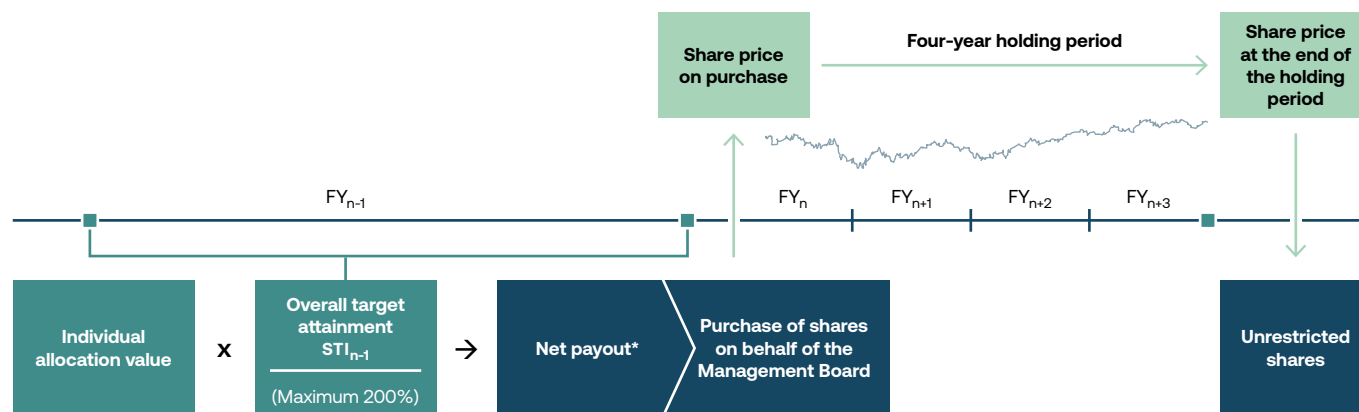
year under review is determined on the basis of this calculation. The amount payable must be fully invested in company shares after deduction of applicable taxes and duties. The shares are acquired over a ten-day period. The shares must be held for a period of four years.

The underlying principles are illustrated in the diagram “Principles of the Long-Term Incentive (LTI).”

A commitment is made to the individual allocation value in annual rolling tranches at the beginning of each financial year (allocation date). This form of compensation is granted immediately subsequent to the adoption of the consolidated financial statements and the determination of overall target attainment for the STI of the financial year preceding the grant year of the respective tranche of the LTI.

The gross payment amount is calculated by multiplying the individual allocation value by the figure of overall target attainment determined for the STI of the financial year preceding the grant year of the respective tranche of the LTI.

Principles of the Long-Term Incentive (LTI)



* LTI payout amount less applicable taxes and duties.
FY = financial year

As regards the 2025 financial year, the overall target attainment was 125%. Target attainment is presented in the overview “Target attainment LTI 2025.”

Target attainment LTI 2025

EUR k	Target	2024	Target attainment	Weighting	Weighted target attainment
Adjusted EBIT	100,135	87,551	75%	50%	37.5%
Operating free cash flow	36,736	58,437	159%	50%	79.5%
Total				100%	117.0%

	Target	2024	Target attainment	Weighting	Weighted target attainment
Modifier					
Innovation ratio	>70%	82%	1.20	1/3	0.40
Improvement in share price	>20%	-33%	0.80	1/3	0.27
Improvement in energy efficiency	>5%	23%	1.20	1/3	0.40
Modifier				1.00	1.07
Overall target attainment					125%

LTI EUR k	Allocation value	Total target attainment	LTI	Average purchase price (EUR)	Number of shares purchased
Thomas Jessulat	540	125%	675	4.69	75,635
Isabelle Damen ¹	340	100%	170	4.66	19,149
Reiner Drews	360	125%	450	4.69	51,375
Dirk Willers ²	300	125%	375	4.69	43,644

¹ The start date for the LTI was contractually set at July 1, 2025, and the LTI target attainment was set at 100%.

² In addition, entitlements from the previous years 2023 (in the amount of EUR 75k) and 2024 (in the amount of EUR 195k) are to be granted in 2025.

Malus/clawback

If, subsequent to the payment of variable compensation, it transpires that the consolidated financial statements were incorrect and that, after correction of the consolidated financial statements, a lower amount or no amount shall be payable in respect of variable compensation or that there has been a breach of a material contractual obligation or significant breaches of the duty of care within the meaning of Section 93 AktG, it shall be at the discretion of the Supervisory Board to reduce the amount of unpaid variable compensation agreed for the financial year in which the violation occurred partially or completely to zero (malus) or to reclaim partially or completely (clawback) the gross amount of variable compensation already paid that was agreed for the financial year in which the violation occurred. No clawback actions occurred in 2025 with regard to variable compensation components.

Share ownership guideline

The Chairman of the Management Board is obliged to acquire shares in the company equivalent to twice the gross annual fixed salary within a build-up period of four years. One gross annual fixed salary was set for ordinary members of the Management Board. The shares are to be held for the duration of the appointment as a member of the Management Board of ElringKlinger AG and for a further two years beyond this period. Fulfillment of this obligation shall be demonstrated to the Chairman of the Supervisory Board at the end of each financial year. The table “Overview shares” provides details of the shares held by each member of the Management Board.

Overview shares

	Thomas Jessulat	Isabelle Damen	Reiner Drews	Dirk Willers
Tranche 2021				
Number of shares	7,914	0	7,914	0
Average purchase price (in EUR)	10.43	0	10.43	0
Tranche 2022				
Number of shares	42,295	0	42,141	0
Average purchase price (in EUR)	8.97	0	8.97	0
Tranche 2023				
Number of shares	0	0	0	0 ²
Average purchase price (in EUR)	0	0	0	0
Tranche 2024				
Number of shares	70,620	0	47,801	24,801 ²
Average purchase price (in EUR)	6.64	0	6.64	6.64
Tranche 2025				
Number of shares	75,635	19,149 ¹	51,375	43,644
Average purchase price (in EUR)	4.69	4.66	4.69	4.69
Total number of shares	196,464	19,149	149,231	68,445
Share value at historical cost	1,285,574	89,234	1,018,895	369,369
Degree of fulfillment of the shareholding obligation	107%	20%	254%	123%

¹ Shares acquired as from the reference date of July 1, 2025

² Subsequent acquisition in 2026 planned with regard to the previous years 2023 (in the amount of EUR 75k) and 2024 (in the amount of EUR 195k)

The historical cost of the shares is used for the purpose of measuring the degree of fulfillment of the shareholding obligation. The Management Board continues to hold the shares from the 2021 tranche after expiry of the retention period of 4 years.

Retirement pension

Under the retirement pension arrangements applicable prior to 2020, there are also commitments in respect of an annual retirement pension for the members of the Management Board. The

fixed retirement pension was contractually set at EUR 30k for Thomas Jessulat and EUR 14k for Reiner Drews.

If a member of the Management Board acts in a manner that is grossly negligent or displays gross negligence in his failure to act in specific instances and such actions or failures to act would result in significant damages to the Group, all entitlements to a retirement pension shall lapse; the same shall apply if the member of the Management Board enters the service of an entity that is in direct competition with the company.

The contracts include provisions governing surviving dependents' benefits. If a member of the Management Board dies during the period in which the employment contract is applicable or once the retirement benefits become due, his widow/widower or dependent children shall receive a widow's or orphan's pension. The widow's pension amounts to 50% of the retirement pension of the deceased. The orphan's pension amounts to 20% of the widow's pension to the extent that a widow's pension is payable simultaneously and 40% of the widow's pension to the extent that no widow's pension is payable.

The widow's and orphan's pensions shall not exceed 60% of the amount to which the deceased would have been entitled if he had entered into retirement on the day of his death.

Pension obligations

The present value (DBO) of the pension provisions in accordance with IFRS is presented in the following overview. There is no current service cost.

Pension obligations

	Thomas Jessulat		Isabelle Damen		Reiner Drews		Dirk Willers	
EUR k	2025	2024	2025	2024	2025	2024	2025	2024
Present value (DBO)	401	450	0	0	182	205	0	0

Review and adjustment of target compensation

The salary components are to be reviewed by the company's Supervisory Board every two years. In 2025, the Management Board compensation system was subject to a review in consultation with experts. The Supervisory Board held in-depth

discussions on the basis of the recommendations put forward with regard to adjusting the Management Board compensation system. In future, the adjustments drawn up will be taken into consideration in contractual agreements. Target compensation

for 2025 is calculated on the basis of the STI and LTI allocation values assuming full target attainment, i.e., 100%.

The relative shares of the compensation elements are within the scope of the compensation structure stipulated by the compensation system. The Management Board contract of service relating to Dirk Willers and Isabelle Damen took particular account of the expectations of institutional investors in that the focus was placed on the LTI and this was increased proportionately to the detriment of the pension contribution amount.

Target compensation 2025

	Thomas Jessulat		Isabelle Damen		Reiner Drews		Dirk Willers	
	in EUR k	in %	in EUR k	in %	in EUR k	in %	in EUR k	in %
Non-performance-based compensation								
Fixed annual salary	600	33%	225	25%	401	31%	300	33%
Benefit allowance	300	17%	75	8%	300	23%	100	11%
Total	900	50%	300	33%	701	54%	400	44%
Performance-based compensation								
Short-Term Incentive	360	20%	260	29%	240	18%	200	22%
Long-Term Incentive	540	30%	340	38%	360	28%	300	34%
Total	900	50%	600	67%	600	46%	500	56%

Compensation granted and owed

EUR k	Thomas Jessulat		Isabelle Damen ¹		Reiner Drews		Dirk Willers									
	2025	in %	2024	in %	2025	in %	2024	in %								
Non-performance-based compensation																
Fixed annual salary	600	34%	600	26%	225	38%	0	–	401	31%	401	25%	300	25%	300	31%
Fringe benefits	41	2%	26	1%	45	8%	0	–	9	1%	10	1%	15	1%	17	2%
Benefit allowance	300	16%	300	13%	75	13%	0	–	300	23%	300	19%	100	9%	100	10%
Total	941	52%	926	40%	345	59%	0	–	710	55%	711	45%	415	35%	417	43%
Performance-based compensation																
Short-Term Incentive	205	11%	450	20%	74	13%	0	–	137	11%	300	19%	114	10%	250	27%
Long-Term Incentive	675	37%	892	40%	170	28%	0	–	450	34%	595	36%	645 ²	55%	300	30%
Total	880	48%	1,342	60%	244	41%	0	–	587	45%	895	55%	759	65%	550	57%
Compensation granted and owed	1,821	100%	2,268	100%	589	100%	0	–	1,297	100%	1,606	100%	1,174	100%	967	100%

¹ Appointment as a full Management Board member from August 1, 2025, STI and LTI entitlements from July 2025

² The LTI includes entitlements from the previous years 2023 (in the amount of EUR 75k) and 2024 (in the amount of EUR 195k).

Compensation granted and owed to active members of the Management Board in the financial year

The overview “Compensation granted and owed” presents individually the amount of compensation granted and owed to each active member of the Management Board in the 2025 financial year, reported in accordance with a service-oriented interpretation. In accordance with the provisions set out in Section 162 of the German Stock Corporation Act (Aktiengesetz – AktG), the amount of compensation granted and owed must be stated as the amounts that became due in the reporting period and have already been paid to the individual Management Board member or whose due payment has not yet been concluded.

Compensation granted and owed to former members of the Management Board, in accordance with a service-oriented interpretation

Compensation granted and owed in 2025 with regard to former Management Board members who left the company in the last

10 years consists of fixed pension payments for Theo Becker and Dr. Stefan Wolf. Fixed pension payments of EUR 1,217k (2024: EUR 1,101k) were made for all other former Management Board members and surviving dependents.

EUR k	2025	2024
Former member of the Management Board		
Theo Becker	205	194
Dr. Stefan Wolf	123	31

Supervisory Board compensation

Supervisory Board compensation is governed by the provisions set out in Section 13 of the Articles of Association of ElringKlinger AG. The level of compensation is determined by the Annual General Meeting. The members of the Supervisory

Board shall receive remuneration that is commensurate with their duties and the circumstances of the company. The amount of compensation was last adjusted on July 7, 2020, and the compensation system was approved by the Annual General Meeting on May 18, 2021, with 99.32% and 99.42% of the votes respectively.

The members of the Supervisory Board receive fixed compensation of EUR 50k (2024: EUR 50k) for each full financial year they have served on the Supervisory Board. Additionally, the members of the Supervisory Board receive a lump-sum payment of EUR 1k (2024: EUR 1k) for each Supervisory Board meeting they attend. Membership of a committee is remunerated at EUR 6k (2024: EUR 6k) and membership of the Audit Committee is remunerated at EUR 10k (2024: EUR 10k). Compensation in respect of membership of the Mediation Committee shall only be payable in those cases in which the Committee has to take action. No compensation is granted for the Nomination Committee.

The role of the Supervisory Board Chairman and the role of his Deputy are taken into consideration when determining the level of fixed compensation. The Chairman of the Supervisory Board receives three times and the Deputy Chairman two times the amount of fixed compensation. The chairperson of a committee receives double the respective amounts. The Chairman of the Supervisory Board receives double and the Deputy Chairman one and a half times the amount for their attendance at Supervisory Board meetings.

In the context of the compensation system, the company reimburses the Supervisory Board members for expenses incurred. Supervisory Board members who have not held the post for a full financial year receive a pro rata amount of fixed compensation. Fixed compensation is due at the end of the financial year.

Amount of Supervisory Board compensation in 2025

In the year under review, compensation granted and owed to the Supervisory Board of ElringKlinger AG amounted to EUR 896k (2024: EUR 879k) in accordance with a service-oriented interpretation. Additionally, travel expenses totaling EUR 5k (2024: EUR 8k) were reimbursed. Supervisory Board compensation is distributed among the individual Supervisory Board members as shown in the tables "Compensation granted and owed to members of the Supervisory Board."

Compensation granted and owed to members of the Supervisory Board 2025

	Function	Fixed compensation		Committee compensation and membership				Attendance fee		Total		
		in EUR k	in %	Audit Committee	Personnel Committee	Nomination Committee	Mediation Committee	in EUR k	in %	in EUR k		
Helmut P. Merch	C	150	80%	M	C	C	C	22	12%	14	8%	186
Markus Siegers	D	100	86%		M		M	6	5%	11	9%	117
Saskia Genthner ¹		46	88%					0	0%	6	12%	52
Ingeborg Guggolz		50	88%					0	0%	7	12%	57
Ludger Heuberg		50	65%	C				20	26%	7	9%	77
Andreas Wilhelm Kraut ²		19	90%					0	0%	2	10%	21
Kai Lamparter ¹		46	90%					0	0%	5	10%	51
Dr. Sabine Lutz ³		31	91%					0	0%	3	9%	34
Paula Monteiro Munz		50	88%				M	0	0%	7	12%	57
Gabriele Sons		50	79%		M		M	6	10%	7	11%	63
Manfred Strauß		50	75%	M		M		10	15%	7	10%	67
Bernd Weckenmann		50	88%					0	0%	7	12%	57
Olcay Zeybek		50	88%					0	0%	7	12%	57
Total		742	83%					64	7%	90	10%	896

¹ since February 6, 2025

² until May 16, 2025

³ from May 16, 2025

C = Chairman, D = Deputy Chairman, M = Member

Compensation granted and owed to members of the Supervisory Board 2024

	Function	Fixed compensation		Committee compensation and membership				Attendance fee		Total in EUR k		
		in EUR k	in %	Audit Committee	Personnel Committee	Nomination Committee	Mediation Committee	in EUR k	in %			
Helmut P. Merch ¹	C	113	79%	M	C	C	C	21	15%	9	6%	143
Klaus Eberhardt ²		56	85%					8	12%	2	3%	66
Markus Siegers	D	100	88%		M		M	6	5%	8	7%	114
Ingeborg Guggolz		50	91%					0	0%	5	9%	55
Ludger Heuberg ¹		31	65%	C				13	27%	4	8%	48
Andreas Wilhelm Kraut		50	91%					0	0%	5	9%	55
Gerald Müller		50	91%					0	0%	5	9%	55
Paula Monteiro Munz		50	91%				M	0	0%	5	9%	55
Barbara Resch		50	96%					0	0%	2	4%	52
Gabriele Sons		50	82%		M		M	6	10%	5	8%	61
Manfred Strauß		50	77%	M		M		10	15%	5	8%	65
Bernd Weckenmann		50	91%					0	0%	5	9%	55
Olcay Zeybek		50	91%					0	0%	5	9%	55
Total		750	86%					64	7%	65	7%	879

¹ from May 16, 2024

² until May 16, 2024, Chairman

C = Chairman, D = Deputy Chairman, M = Member

Information on the relative change in Management Board and Supervisory Board compensation

The overview "Compensation of the Management Board and Supervisory Board in relation to the company's earnings perfor-

mance" lists the change in compensation granted and owed to the individual members of the Management Board and the Supervisory Board in relation to the financial performance indicators of the Group. In addition, remuneration trends for the entire

workforce in Germany are shown based on annual salaries, including special payments.

Compensation of the Management Board and Supervisory Board in relation to the company's earnings performance

EUR k	2025	Change in %	2024	Change in %	2023	Change in %	2022	Change in %	2021	Change in %
Management Board										
Thomas Jessulat	1,821	-20%	2,268	86%	1,222	-16%	1,450	5%	1,386	52%
Isabelle Damen	589	-	0	-	0	-	0	-	0	-
Reiner Drews	1,297	-19%	1,606	46%	1,103	-23%	1,427	6%	1,346	59%
Dirk Willers	1,174	21%	967	417%	187	-	0	-	0	-
Former members of the Management Board										
Theo Becker	205	6%	194	0%	194 ¹	-88%	1,664	55%	1,077	34%
Dr. Stefan Wolf	123	297%	31	-99%	5,357	113%	2,512	7%	2,348	58%
Other former Management Board members	1,217	11%	1,101	-6%	1,176	16%	1,011	9%	928	2%
Supervisory Board										
Helmut P. Merch	186	30%	143	88%	76	3%	74	0%	74	100%
Markus Siegers	117	3%	114	-1%	115	3%	112	0%	112	-2%
Saskia Genthner	52	-	0	-	0	-	0	-	0	-
Ingeborg Guggolz	57	4%	55	-2%	56	65%	34	-	0	-
Ludger Heuberg	77	60%	48	-	0	-	0	-	0	-
Andreas Wilhelm Kraut	21	-62%	55	-2%	56	4%	54	0%	54	-2%
Kai Lamparter	51	-	0	-	0	-	0	-	0	-
Dr. Sabine Lutz	34	-	0	-	0	-	0	-	0	-
Paula Monteiro-Munz	57	4%	55	-2%	56	4%	54	0%	54	-2%
Gabriele Sons	63	3%	61	-2%	62	3%	60	0%	60	-2%
Manfred Strauß	67	3%	65	-2%	66	3%	64	0%	64	-10%
Bernd Weckenmann	57	4%	55	-2%	56	4%	54	46%	37	-
Olcay Zeybek	57	4%	55	-2%	56	4%	54	0%	54	100%

¹ Figure added in 2023

Tables continued overleaf

Compensation of the Management Board and Supervisory Board in relation to the company's earnings performance

EUR k	2025	Change in %	2024	Change in %	2023	Change in %	2022	Change in %	2021	Change in %
Key earnings indicators ElringKlinger AG										
Profit for the year or loss for the year	-67,820	-56%	-154,967	-1,562%	10,600	-123%	-45,505	-165%	70,087	-706%
Key earnings indicators Group										
Adjusted EBIT ²	88,647	1%	87,551	-13%	100,135		-		-	
EBIT	19,336	-113%	-150,046	-281%	82,905	-296%	-42,231	-141%	102,030	268%
Operating free cash flow	33,052	-43%	58,437	59%	36,736	148%	14,810	-79%	71,971	-56%
Workforce										
Total workforce in Germany ³	71	8%	66	0%	66	7%	62	7%	58	6%

² "Adjusted EBIT" was introduced as an earnings metric from 2023.

³ Without Management Board

Dettingen/Erms, March 25, 2026

On behalf of the
Management Board



Thomas Jessulat,
CEO

On behalf of the
Supervisory Board



Helmut P. Merch,
Chairman of the
Supervisory Board

Report of the independent auditor

To ElringKlinger AG, Dettingen an der Erms/Germany

We have audited the accompanying compensation report of ElringKlinger AG, Dettingen an der Erms/Germany, (“the Company”) for the financial year from January 1 to December 31, 2025, including the related disclosures, which has been prepared to comply with Section 162 German Stock Corporation Act (AktG).

Responsibilities of the Executive Directors and the Supervisory Board

The executive directors and the Supervisory Board of ElringKlinger AG, Dettingen an der Erms/Germany, are responsible for the preparation of the compensation report, including the related disclosures, that complies with the requirements of Section 162 AktG. The executive directors and the Supervisory Board are also responsible for such internal control as they consider necessary to enable the preparation of a compensation report, including the related disclosures, that is free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

Auditor’s Responsibilities

Our responsibility is to express an opinion on this compensation report, including the related disclosures, based on our audit. We conducted our audit in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer (IDW). These Standards require that we fulfill the professional responsibilities and that we plan and perform the audit so that we obtain reasonable assurance as to whether the compensation report, including the related disclosures, is free from material misstatements.

An audit involves performing audit procedures in order to obtain audit evidence for the amounts stated in the compensation report, including the related disclosures. The choice of the audit procedures is subject to the auditor’s professional judgment. This includes assessing the risk of material misstatements, whether due to fraud or error, in the compensation report, including the related disclosures. In assessing these risks, the auditor considers the system of internal control, which is relevant to preparing the compensation report, including the related disclosures. Our objective is to plan and perform audit procedures that are appropriate in the circumstances, but not to express an audit opinion on the effectiveness of the Company’s system of internal control. An audit also comprises an evaluation of the accounting policies used, of the reasonableness of accounting estimates made by the executive directors and the Supervisory Board as well as an evaluation of the overall presentation of the compensation report, including the related disclosures.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Audit Opinion

In our opinion, on the basis of the knowledge obtained in the audit, the compensation report for the financial year from January 1 to December 31, 2025, including the related disclosures, complies, in all material respects, with the accounting principles of Section 162 AktG.

Other Matter – Formal Audit of the Compensation Report

The audit of the content of the compensation report described in this report comprises the formal audit of the compensation report required under Section 162 (3) AktG including the issuance of a report on this audit. Since our audit opinion on the audit of

the content of the compensation report is unmodified, this audit opinion includes that the disclosures required under Section 162 (1) and (2) AktG are contained, in all material respects, in the compensation report.

Intended Use of the Report

We issue this report as stipulated in the engagement letter agreed with the Company. The audit has been performed for the purposes of the Company and the report is solely intended to inform the Company about the result of the audit.

Liability

This report is not intended to be used by third parties as a basis for any (asset) decision. We are liable solely to ElringKlinger AG, Dettingen an der Erms/Germany, and our liability is also governed by the engagement letter dated March 18, 2026 agreed with the Company as well as the “General Engagement Terms for Wirtschaftsprüferinnen, Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften (German Public Auditors and Public Audit Firms)” promulgated by the Institut der Wirtschaftsprüfer (IDW) in the version dated January 1, 2024 (IDW-AAB). We do not accept or assume liability to third parties.

Stuttgart/Germany, March 25, 2026

Deloitte GmbH

Wirtschaftsprüfungsgesellschaft

Signed:

Michael Sturm

Wirtschaftsprüfer

(German Public Auditor)

Signed:

Florian Sauter

Wirtschaftsprüfer

(German Public Auditor)



ElringKlinger AG
Max-Eyth-Straße 2
D-72581 Dettingen/Erms
(Germany)