

HELLA 12M 2024 PRELIMINARY RESULTS

January 1, 2024 – December 31, 2024

February 27, 2025

FORVIA



AGENDA

- 01 Preliminary Results 2024
- 02 Outlook FY 2025
- 03 Key Takeaways

01 PRELIMINARY RESULTS 12M FY 2024

Jan 1, 2024 - Dec 31, 2024

HELLA SALES GROWING TO REACH ABOVE €8 BILLION – RESILIENT CASH AND PROFITABILITY PERFORMANCE

HELLA GROUP organic sales grew 1.3% to €8.1bn, reported sales up by 0.9%

- Positive sales development in Lighting with full consolidation of joint venture*
- Lighting and Electronics growing in Americas with ramp-up of programs, spare parts business growing in Europe with increased product offering
- Customer-related postponements in individual series launches and slower ramp-up of electromobility negatively impacted the business development

Operating Income at €446m (PY €486m), OI Margin down 56bps to 5.6%

- Under-utilization of production sites especially in Europe and negative mix effects weight down Gross Profit
- Acceleration of cost reduction measures partially offset this impact

Net Cash Flow at €189m (PY €205m); ratio to sales at 2.4% (PY 2.6%)

- NCF broadly in line with PY figure excluding factoring (increase of €36m 12M FY 2024 vs. €53m 12M FY 2023)

Order intake around €10bn – strong demand for new product generations and innovations

- Intensified business in NSA and with local OEMs in China, Japan, as well as India
- Strong demand for HELLA core products & new technologies

*HBBL (Beijing Hella BHAP Automotive Lighting)

SALES GROWTH IN LIGHTING – MEASURES ACCELERATED TO REDUCE COST BASE

LIGHTING			ELECTRONICS			LIFE CYCLE SOLUTIONS		
	FY 2023	FY 2024		FY 2023	FY 2024		FY 2023	FY 2024
Total sales (€bn)	3.9	4.0	Total sales (€bn)	3.4	3.3	Total sales (€bn)	1.1	1.0
Operating Income (€m)	132	126	Operating Income (€m)	232	226	Operating Income (€m)	128	99
OI Margin	3.4%	3.2%	OI Margin	6.9%	6.9%	OI Margin	11.9%	9.6%

> Growth supported by joint venture consolidation and ramp-ups

- Growth in Americas with ramp-up of new headlamp & rear combination lamp programs
- Less sales Europe due to expiring projects at the year-end
- China sales supported by full consolidation of HBBL (+€271m), negative impact from end of high-volume series production

> OI Margin down 24bps to 3.2%

- Slight improvement of Gross Profit Margin with product mix effects and full HBBL consolidation
- Underutilization of capacities negatively impacted profitability – implementation of adaptive measures underway

> Order wins from global customer base

- E.g. headlamp and CBL packages for different US and Chinese OEMs

> Sales negatively impacted by slowdown in electrification and SOP delays

- Growth of radar business driven by SOPs in Americas
- Slowdown in electrification in Europe negatively impacted sales of HV BMS
- Program postponements and negative mix effects especially in China

> OI Margin stable at 6.9%

- Negative volume impact could be compensated by lower R&D expenses and cost savings

> Electronics increased its customer outreach in APAC and NSA

- E.g. energy management & sensors business for OEMs in India and China, strong radar order intake in NSA

> Decline of commercial vehicle business negatively impacted sales development

- Growth of the spare parts business in Europe with increased product offering in Electric/ Electronics
- Low demand in several customer segments of the commercial vehicle business due to a weaker economic environment

> OI Margin down 233bps to 9.6%

- Lower Gross Profit Margin due to volume decline
- Increase of R&D expenses in preparation for upcoming programs

> Order wins lead to increased customer outreach

- E.g. several vehicle lighting and electronic projects for manufacturers in the US

REGIONALLY BALANCED ORDER INTAKE – STRONG DEMAND FOR HELLA CORE PRODUCTS & NEW TECHNOLOGIES

Order intake distributed almost equally across APAC, Europe, and NSA

Lighting with successful nominations for high content technologies from US and Chinese manufacturers

- CBL packages (illuminated grills, logos & panels) for local Chinese US and European premium OEMs , SOP 2025, 2026, 2027
- LED headlamp orders (incl. SSL HD technology) for local Chinese OEM, US and European premium OEMs, SOP 2025, 2027 & 2028
- Interior lighting order wins from European premium OEMs, SOP 2025 & 2027

Electronics with major awards for core technologies outside Europe

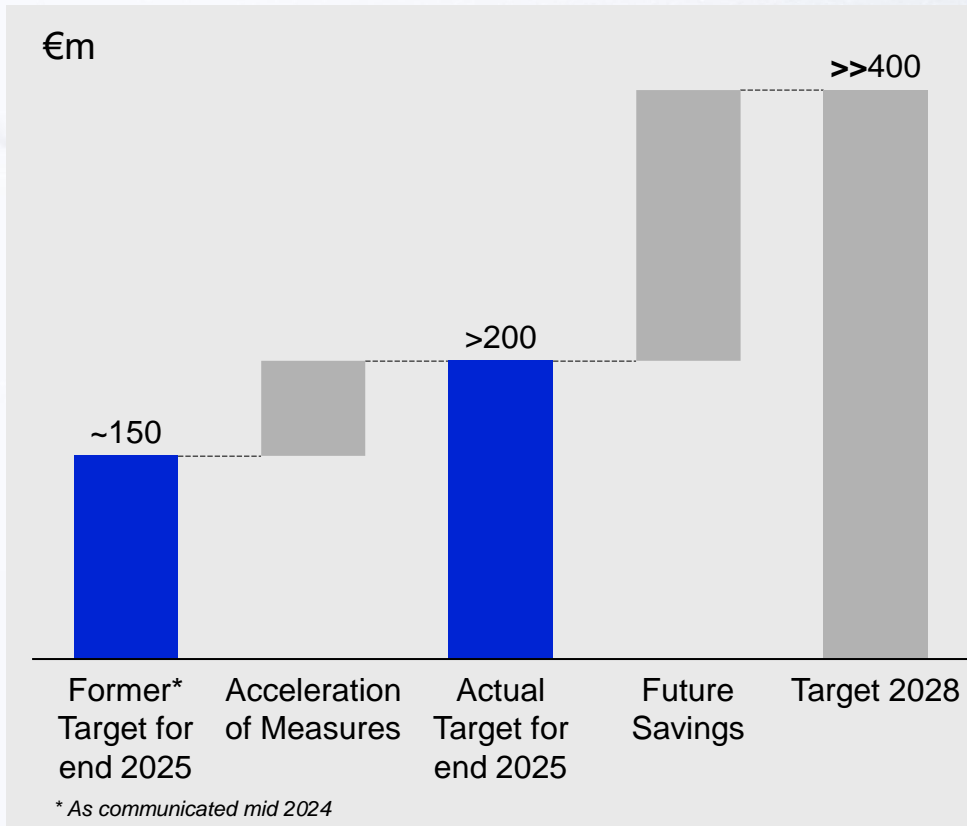
- >three-digit million order for Gen5 radar from European customers, SOPs 2025, Gen5 radar for US OEM, SOP 2024 & 2026
- Large-scale series order for digital Smart car access system from international OEM, SOP 2027
- > three-digit-million order for energy management & sensors from Japanese OEMs in India, SOP 2027 & China, SOP 2026

Lifecycle Solutions further increased customer outreach with cutting-edge lighting & electronic products

- LED lighting systems for full vehicle range for German manufacturers of agricultural machinery SOP 2025 & 2026
- LED headlamps for US manufacturer of agricultural machinery and for 2/3-wheeler manufacturer in India, SOP 2025 & 2026
- IBS for international truck manufacturer, SOP 2027

COMPETITIVENESS PROGRAM IN EUROPE ACCELERATED TO IMPROVE BUSINESS PERFORMANCE

Targeted Gross Savings until 2028 expected to increase



Higher gross savings and earlier achievements with acceleration of measures

- Structural and performance-related measures have been pulled forward
 - Reduction of ~1,100 HC in Europe 2024, around 2,700 HC globally¹
 - Closures of locations in Germany, Romania, and Slovenia
 - Downsizing of locations in Austria, Czech Republic, France, Germany, Romania, and Slovenia
 - Reduction of bureaucracy, launch of several AI initiatives, establishment of FORVIA HELLA transformation hub
- Until end of 2025, higher targeted cost savings with acceleration of measures

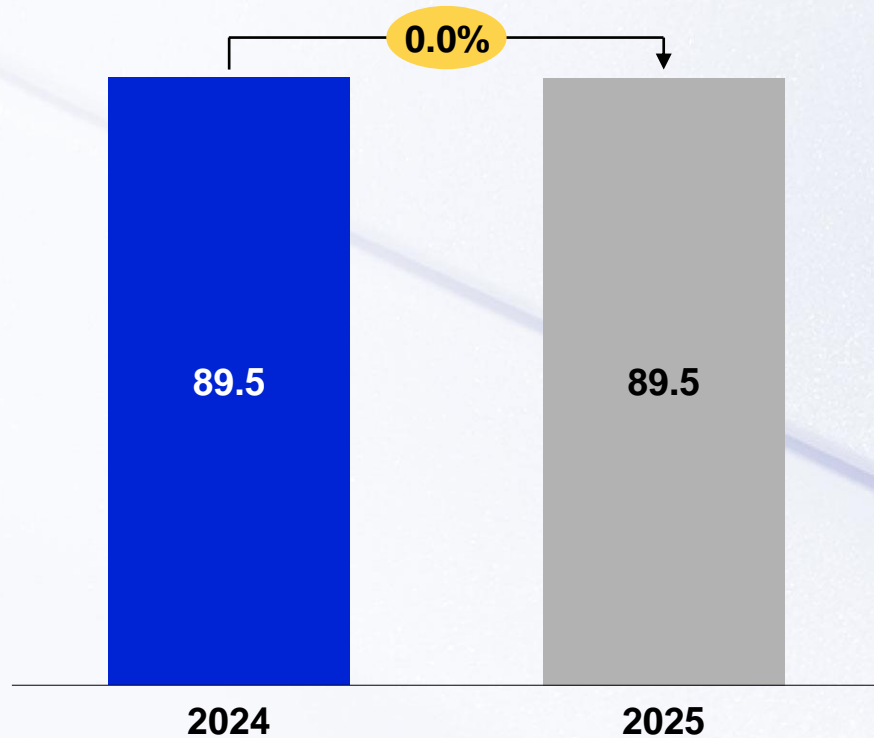
¹) 31.12.2023 to 31.12.2024, global excl. HBBL

02 OUTLOOK FY 2025

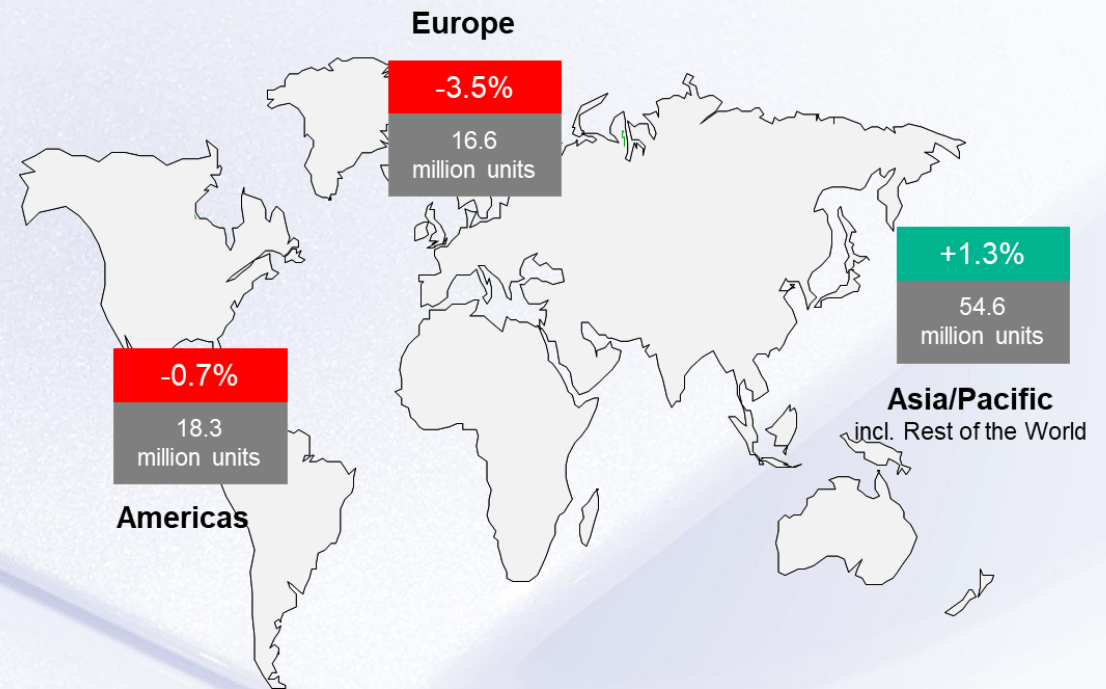
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STAGNATING MARKET IN 2025, AMERICAS AND EUROPE EXPECTED TO DECLINE FURTHER

Expected global light vehicle production in million units, S&P Global Mobility per February 2025



Expected light vehicle production per region, S&P Global Mobility per February 2025



Source: S&P Global Mobility (formerly IHS Markit | Automotive)

HELLA FY 2025 OUTLOOK

Company Outlook Jan 1, 2025, to Dec 31, 2025,

Taking into consideration the latest S&P forecast of around 89.5 million light vehicles to be produced in 2025

Sales

Currency and portfolio adjusted

Between around €7.6 to 8.0 billion

Operating Income Margin

Between around 5.3% to 6.0% of sales

Net Cash Flow

At least €200m

For the OI margin and the Net Cash Flow initially lower figures in the first half of the fiscal year are expected.

For Lighting, a decline in sales is expected. For Electronics and Lifecycle Solutions sales at the PY's level are expected.

The OI Margins in Lighting and Electronics are expected at around the PY's level; a slightly higher OI Margin is expected for Lifecycle Solutions.

Outlook does not take any significant deviations as a result of political, economic or social crises into account.

03 KEY TAKEAWAYS

KEY TAKEAWAYS

Overall solid performance in FY 2024

- Sales up to >€8bn despite declining LVP and negative mix effects
- Solid profitability and cash flow in view of considerable cost pressure
- Outlook that was adjusted in September has been met

Outlook FY 2025 – market remains challenging

- HELLA outlook FY 2025
 - Sales between around €7.6bn and €8.0bn
 - OI margin of between around 5.3% and 6.0%
 - NCF at least €200m
- Outlook is based on around 89.5m LV produced
- Volatile and challenging industry ahead with declining LVP in Americas and Europe

Business transformation to secure further success

- HELLA well positioned, HELLA technologies address key mobility trends
- Transformation consistently driven forward
- Further diversification of regional business activities
- Continuous improvement of cost structures worldwide
- Sustainable investments in technology leadership

APPENDICES

UPCOMING EVENTS

March 13, 2025

- 12M FY 2024

April 16, 2025

- Prelim Q1 FY 2025

May 8, 2025

- Q1 FY 2025

May 16, 2025

- AGM

July 25, 2025

- H1 FY 2025

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