



Technology with Vision

HELLA Group Overview

May 2019



HELLA – Partner of the automotive industry and the aftermarket for over 100 years

FACTS & FIGURES

- Global market-listed, family-owned company with more than 125 locations in roughly 35 countries
- Sales of € 7.1 billion in Fiscal Year 2017/2018
- More than 40,000 employees worldwide, thereof over 7,000 in Research & Development
- One of the top 40 automotive suppliers in the world and one of the 100 largest German industrial companies

SEGMENT

PRODUCT EXAMPLES

Automotive Lighting

Sales:
~ € 3.0 bill.



Full-LED Headlamps



Glare-free beam light

Automotive Electronics

Sales:
~ € 2.4 bill.



Energy Management



Automated Driving

Aftermarket

Sales:
~ € 1.2 bill.



Independent Aftermarket



Workshop Equipment

Special Applications

Sales:
~ € 0.4 bill.



Lighting technology for Special original equipment



Lighting technology for marine

HELLA Group

Corporate Structure



Dr. Rolf Breidenbach
President and CEO

**Business Segment
Automotive**

**Business Segment
Aftermarket**

**Business Segment
Special Applications**

**Finance, Controlling and
Information Technology**
Bernard Schäferbarthold

**Logistics and
Process Management**
Stefan Osterhage

Human Resources
Dr. Nicole Schneider

**Purchasing, Quality, Legal and
Compliance**
Dr. Rolf Breidenbach

**Business Division
Lighting**

Dr. Rolf Breidenbach
Dr. Frank Huber (Deputy)

Executive Board:

Marcel Bartling,
Dr. Christof Hartmann,
Sascha Heißenbüttel,
Torben Karasek,
Dr. Michael Kleinkes,
John Kuijpers,
Dr. Ulf Merschmann,
Andreas Rummert,
Michael Sohn,
Barnabas Szabo,
Wolfgang Vlasaty

**Business Division
Electronics**

Dr. Rolf Breidenbach

Executive Board:

Heiko Berk,
Dr. Naveen Gautam,
Jens Grösch,
Michael Jaeger,
Ralf Kuhl,
Gerold Lucas,
Andreas Lütkes,
Bernd Münsterweg,
Frank Petznick,
Björn Twiehaus,
Jörg Weisgerber,
Joachim Ziethen

**Business Division Aftermarket &
Special Applications**

Dr. Werner Benade

Executive Board:

Dr. Andreas Brinkhoff,
Stefan van Dalen,
Dominik Görts,
Dr. Andreas Habeck,
Dr. Nicolas Wiedmann

International HELLA Companies

General Partner: Hella Geschäftsführungsgesellschaft mbH

Management Board of Hella Geschäftsführungsgesellschaft mbH:

Dr. Rolf Breidenbach (CEO), Dr. Werner Benade, Dr. Frank Huber, Stefan Osterhage, Bernard Schäferbarthold, Dr. Nicole Schneider

Chairman of the Supervisory Board: Prof. Dr. Michael Hoffmann-Becking

Shareholder Committee: Manfred Wennemer (Chairman), Dr. Jürgen Behrend, Roland Hammerstein, Dr. Gerd Kleinert, Klaus Kühn, Dr. Matthias Röpke, Konstantin Thomas



HELLA Group History

1899 – 2018: Milestones



Founding
of the West-
fälische
Metall
Industrie
AG

1899



HELLA
becomes a
trademark

1908



**First
factory
abroad** in
Australia

1961



**Start of
production
in China**

1992



**Beginning
of Network
Strategy:**
Joint Venture
for air
conditioning
control units
and front-end
modules
with Behr

1999



**Continuation
of Network
Strategy:**
Joint Venture
for diagnostics
with Gutmann;
Joint Venture
for chassis
electronics and
driver
assistance
systems
with Mando

2008



**HELLA
becomes a
listed
company**
On 11
November
2014 HELLA
shares are
traded for the
first time on the
Frankfurt Stock
Exchange.

2014



**MULTIBEAM
LED:**

84 individually
controllable
LEDs per
headlamp
adjust the light
distribution
dynamically,
depending on
traffic, weather,
and road
conditions. The
adaptive High
Beam Assistant
Plus also
ensures that
high beam is
used more
frequently

2016

- 12% global market share* in lighting business, top 2 Europe*
- Leading market position with regard to selected electronic products
- One of the largest trade organizations for spare parts in Europe
- More than 125 locations in roughly 35 countries
- More than 10 Joint Ventures

Today

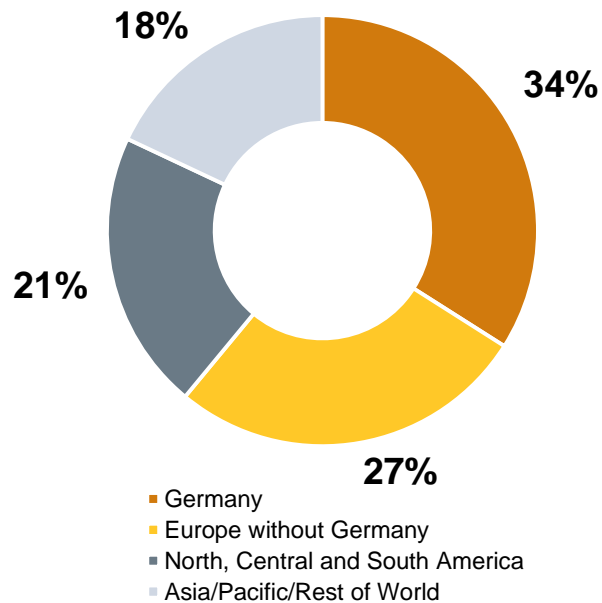
* Based on a market study commissioned by HELLA



HELLA Group

Regional market coverage – Fiscal Year 2017/2018

Sales Automotive by regions

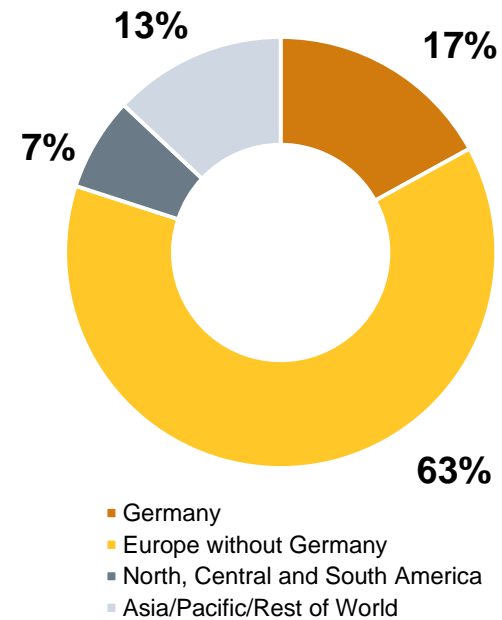


Sales* of € 5.4 billion



Presence boosted in global growth markets

Sales Aftermarket and Special Applications by regions



Sales* of € 1.6 billion



Business focus Europe ("regional business")

* with third-party companies, without intersegment sales / HELLA customer view

HELLA Group

Business development FY 2016/2017 – FY 2017/2018

Key figures of the income statement	Fiscal Year 2016/2017	Fiscal Year 2017/2018	Change
Sales in € million	6,585	7,060	+7% +9% adjusted for currency effects
Adjusted EBIT in € million (% of sales)	534 (8.1%)	581 (8.2%)	+9% (+0.1 percentage points)
EBIT in € million (% of sales)	507 (7.7%)	574 (8.1%)	+13% (+0.4 percentage points)
Adjusted EBITDA in € million (% of sales)	946 (14.4%)	1,024 (14.5%)	+8% (+0.1 percentage points)
EBITDA in € million (% of sales)	919 (14.0%)	1,018 (14.4%)	+11% (+0.4 percentage points)

HELLA Group

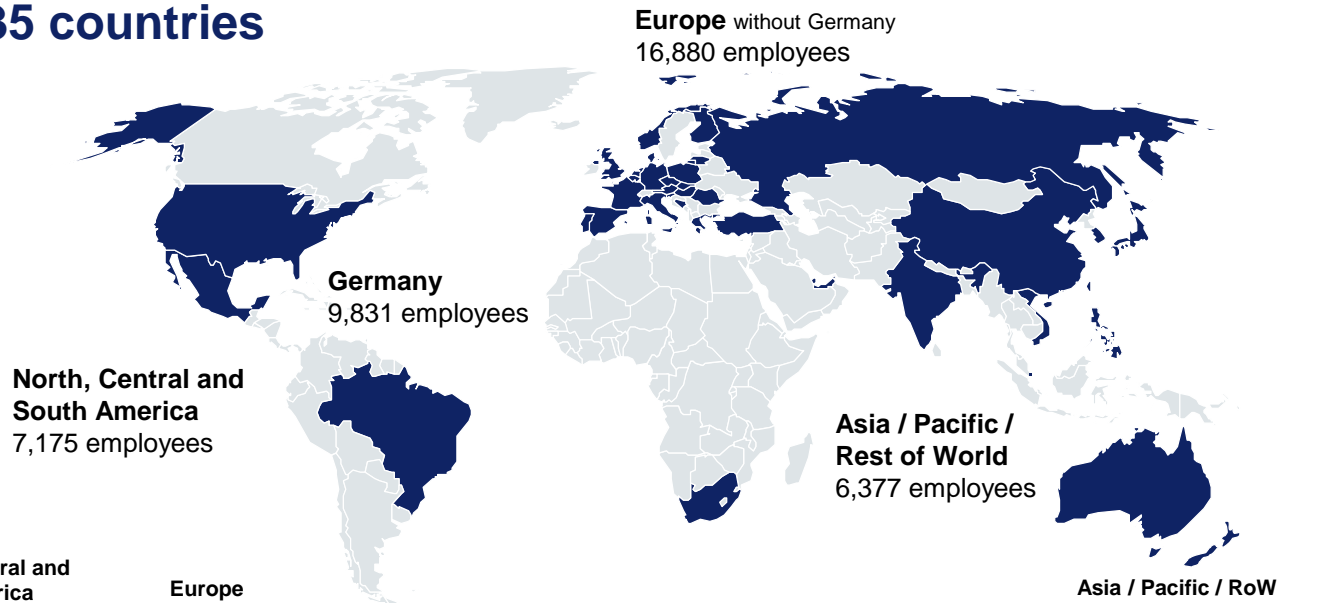
Development of key figures FY 2016/2017 – FY 2017/2018

Important key figures	Fiscal Year 2016/2017	Fiscal Year 2017/2018	Change
Equity in € million	2,226	2,478	+11%
Equity Ratio	39.5%	41.9%	+ 2.4 percentage points
Net Debt / EBITDA	0.3x	0.2x	
Research & Development Expenditure in € million	636	692	+9%
Employees as of balance sheet date (May 31)	37,716	40,263	+7%

HELLA Group

Global network

→ 40,263 employees* are working for HELLA at more than 125 locations in some 35 countries



North, Central and South America

- Brazil ■ ▲ ○
- Mexico ■ ▲ ○
- USA ■ ▲ ○

LEGEND

- → Sales
- ▲ → Production
- → Development

Europe

- Austria ■ ▲ ○
- Belgium ■
- Bosnia-Herzegovina ■ ▲
- Czech Republic ■ ▲ ○
- Denmark ■
- Finland ■ ○
- France ■ ○
- Germany ■ ▲ ○
- Greece ■
- Hungary ■
- Italy ■
- Lithuania ▲
- Netherlands ■
- Norway ■
- Russia ■
- Poland ■
- Portugal ■
- Romania ■ ▲ ○
- United Kingdom ■

Asia / Pacific / RoW

- Australia ■ ▲
- China ■ ▲ ○
- Dubai ■
- India ■ ▲ ○
- Japan ■ ○
- New Zealand ■ ▲ ○
- Philippines ■ ▲
- Singapore ■
- South Korea ■ ▲ ○
- Vietnam ○
- South Africa ■

* As at May 31, 2018