

HELLA at a glance

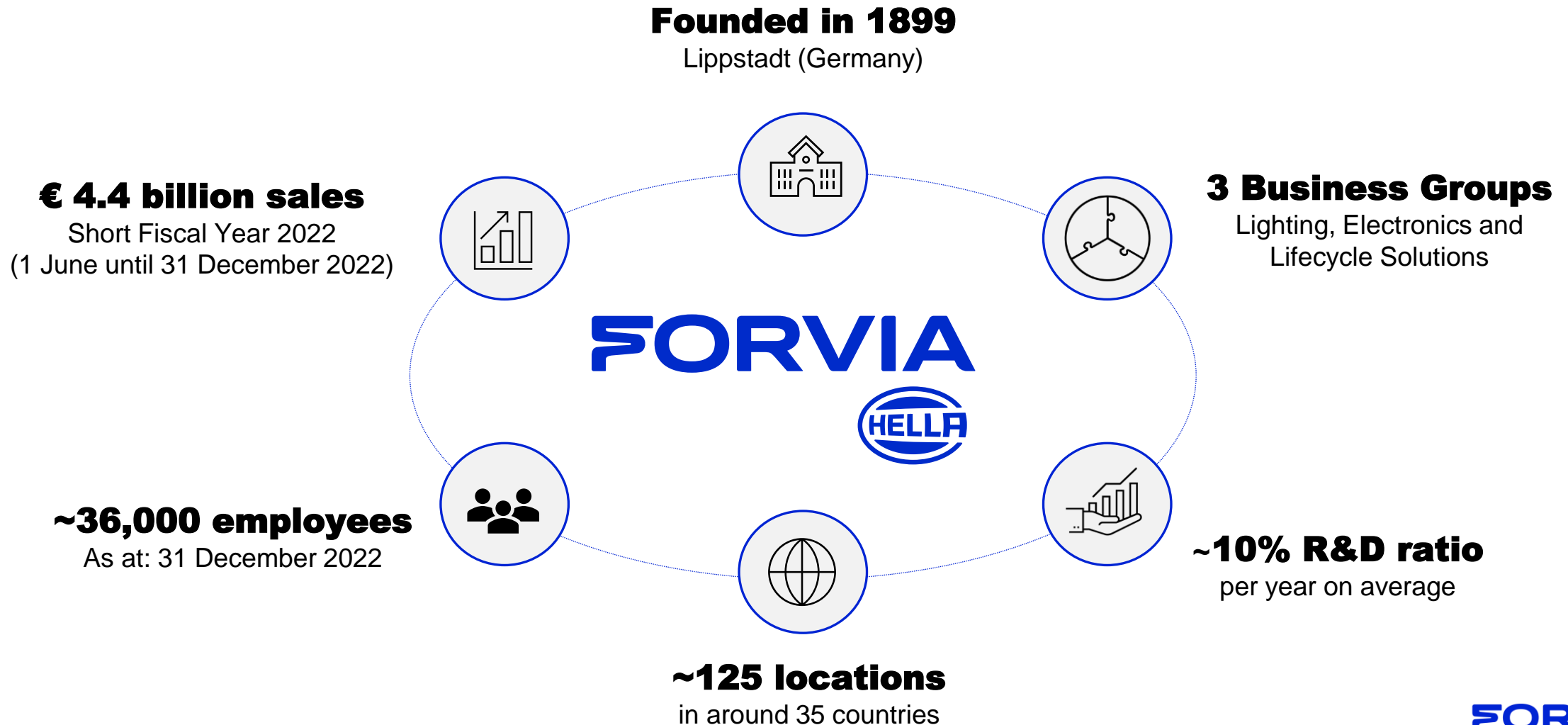
Company presentation

July 2023



HELLA has been a close and reliable partner to the automotive industry for over 120 years

HELLA in overview



HELLA stands for high-performance lighting technology, automotive electronics and Lifecycle Solutions

Business portfolio

<div>Lighting</div> <div></div> <div>Product lines:<ul style="list-style-type: none">▪ Headlamps▪ Rear Combination Lamps▪ Interior Lighting▪ Car Body Lighting</div> <div><div></div><div>€ 2.1 billion (48%)</div></div> <div><div></div><div>~18,200</div></div>	<div>Electronics</div> <div></div> <div>Product lines:<ul style="list-style-type: none">▪ Sensors and Actuators▪ Automated Driving▪ Lighting and Body electronics▪ Energy Management</div> <div><div></div><div>€ 1.9 billion (39%)</div></div> <div><div></div><div>~11,800</div></div>	<div>Lifecycle Solutions</div> <div></div> <div>Product lines:<ul style="list-style-type: none">▪ Independent Aftermarket▪ Workshop Solutions▪ Special Original Equipment</div> <div><div></div><div>€ 0.6 billion (13%)</div></div> <div><div></div><div>~4,200</div></div>
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Sales figures for Short Fiscal Year 2022 (1 June to 31 December 2022); headcount as at: 31 December 2022

The history of HELLA: from the first acetylene lamp to the chip-based headlamp

Company history



1899
Founded as
"Westfälische
Metall Industrie
AG"



1908
Acetylene
headlamp
"System
HELLA": HELLA
becomes a
trademark



1965
The first
electronics
product: the fully
electronic
flasher unit

1961
Start of inter-
nationalization:
first foreign
factory

1971
World's first
approval for an
H4 main
headlamp



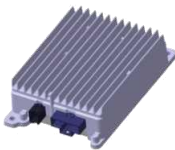
1986
"Hella"
becomes the
company name

1995
First companies
in China;
subsequent
international-
ization also in
Eastern Europe



1999
Start of the
network
strategy

2008
First full-LED
headlamp from
HELLA



2010
First voltage
converter

2011
Expansion, e.g.
to Mexico, Brazil
and Dubai

2013
World's first LED
matrix
technology



2014
HELLA goes
public



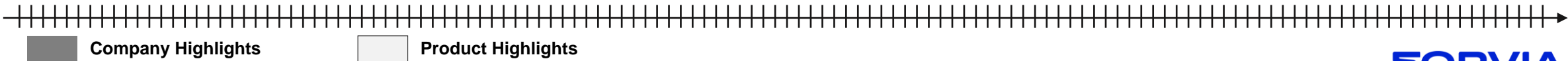
2016
Multibeam LED
headlamp

2017
750 millionth
position sensor
with CIPOS®
technology

2020
Production
launch of 77 GHz
radar sensors
and "world
headlamp"
SSL100



2022
Acquisition by
Faurecia;
together, the two
companies
operate under
the umbrella
brand "FORVIA"



HELLA maintains a high degree of customer proximity and seizes growth opportunities in all regions

International presence



Sales by region
Short Fiscal Year 2022



Employees by region
as at 31 December 2022

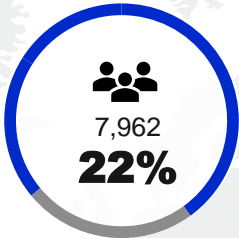
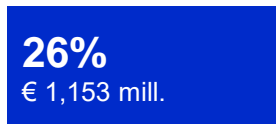
Europe



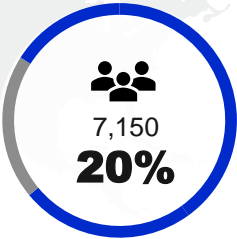
North, Central and South America



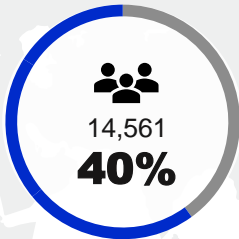
Asia/Pacific/RoW



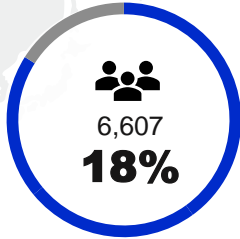
Germany



North, Central and South America



Europe excl. Germany



Asia/Pacific/ RoW

HELLA is led by an experienced management team

Management Board



Michel Favre

CEO, Human Resources,
Purchasing, Quality, Legal and
Compliance



Yves Andres

Lighting



Stefan van Dalen

Lifecycle Solutions



Bernard Schäferbarthold

Finance, Controlling,
Information Technology and
Process Management



Jörg Weisgerber

Electronics

The company is managed via a multidimensional matrix structure

Corporate structure



General Partner: Hella Geschäftsführungsgesellschaft mbH

Managing Directors of Hella Geschäftsführungsgesellschaft mbH: Michel Favre (Chair), Yves Andres, Stefan van Dalen, Bernard Schäferbarthold, Jörg Weisgerber

Chairman of the Supervisory Board: Andreas Renschler

Shareholder Committee: Dr. Wolfgang Ziebart (Chair), Patrick Koller, Judith Buss, Nolwenn Delaunay, Olivier Durand, Andreas Renschler, Christophe Schmitt, Jean-Pierre Sounillac

HELLA Sustainability Roadmap

Planet

Climate


2025: 100%  neutral production

2030: -45% company **CO2 footprint** vs. **2019 for FORVIA**

 **2045: NetZero company**

Energy

2025: 100% renewable electricity supply

Transition to **renewable**  **heat**

2025: -20% energy intensity vs. 2019

Waste



2025: -9% waste intensity in our operations in vs. 2019

People

Learning Organization

2030: 25 training hrs per employee per year



Diversity & inclusion

2027: 27% share of females in managers and professionals



Business

Business Ethics

2025: 100% of targeted employees trained on code of ethics / conduct



Health & Safety

2025: Accident Rate <2.2 Accidents per Mio. hours worked



*Accidents per Mio hours worked with time lost

Responsible supply chain

2025: 95% of purchase volume of key **suppliers with sustainability assessment**



Key performance indicators at a glance

HELLA at a glance

Selected key figures

in € million

	Short fiscal year 2022 1. June until 31 December 2022	Fiscal year 2021/2022 1. June 2021 until 31 May 2022
Reported Group sales	4,410	6,326
Currency and portfolio-adjusted Group sales	4,261	6,326
Adjusted EBIT	222	279
Reported EBIT	383	278
Adjusted EBIT margin	5.0%	4.4%
Reported EBIT margin	8.7%	4.4%
Adjusted free cash flow from operating activities	83	-213
Reported free cash flow from operating activities	246	-267
R&D expenses	458	693
R&D ratio	10.4%	11.0%
	31 December 2022	31 May 2022
Net financial liquidity / debt	43	-387
Equity ratio	41.9%	42.5%

An aerial photograph of a winding asphalt road through a dense green forest. The road curves from the bottom left towards the top right. Several cars are visible on the road: a dark blue car in the lower left, a white car in the middle left, and a dark car in the middle right. The word "FORVIA" is overlaid in large white letters on the right side of the image.

FORVIA

FORVIA: a global leader in automotive technologies

A Group combining profitable growth and innovation,
well placed to meet the strategic evolutions transforming our industry

7th

global automotive
technology supplier

1 in 2 vehicles
worldwide equipped
with FORVIA products

6

Business Groups

80+

automotive customers

76

R&D centers

>8% of sales
Gross R&D

14,000+
patents

1,000
programs in 2022

291

Plants/
industrial
sites

43

countries

150

nationalities

15,000

R&D engineers

157,000

employees

All figures at December 31, 2022

A comprehensive portfolio: six international Business Groups with differentiating product lines



Seating

- › Seat structures
- › Complete seats



Interiors*

- › Instrument Panels
- › Door Panels
- › Center Consoles
- › Sustainable Materials
- › Interior Modules



Clean Mobility

- › Ultra low emissions solutions for passenger and light commercial vehicles
- › Zero emission hydrogen solutions for mobility, energy storage and distribution



Electronics

- › Sensors & Actuators
- › Automated Driving
- › Lighting/Body Electronics
- › Energy Management
- › Cockpit Electronics
- › HMI/Displays



Lighting

- › Headlamps
- › Rear Lamps
- › Interior Lighting
- › Car Body Lighting



Lifecycle Solutions

- › Independent Aftermarket**
- › Workshop Solutions
- › Special Original Equipment

45,000+ employees
77 industrial sites
13 R&D centers

38,000+ employees
89 industrial sites
31 R&D centers

20,000+ employees
84 industrial sites
18 R&D centers

6,000+ / 11,800+ employees
11 / 18 industrial sites
19 / 19 R&D centers

18,200+ employees
22 industrial sites
12 R&D centers

4,200+ employees
6 industrial sites
8 R&D centers

* Including SAS Interior Modules ** Including Clarion Electronics Commercial Solutions
All figures at December 31, 2022



Activities Faurecia



Activities HELLA



Activities Faurecia & HELLA



3 strategic levers for growth



**Electrification
& Energy Management**



**Safe & Automated
Driving**



**Digital & Sustainable
Cockpit Experiences**



**Sustainability
Innovation
Operational excellence**

Our strengths

People



A leading “Environment, Social and Governance” (ESG) company



Environment

- › **An ambitious CO₂ neutrality roadmap:** become CO₂ neutral in operations (scope 1&2) by 2025 and CO₂ net zero from 2045
- › **Sustainable product solutions** with eco-design, sustainable materials, energy efficiency solutions and circular economy
- › **Zero emission solutions** with a strong expertise in BEV1 and FCEV2 (hydrogen mobility)



Social

- › **A responsible employer**, promoting gender diversity and inclusivity, working extra-hard to attract talents
- › **A learning organization** that encourages employee training and development
- › **Supporting local communities** with a foundation acting in education, mobility & environment

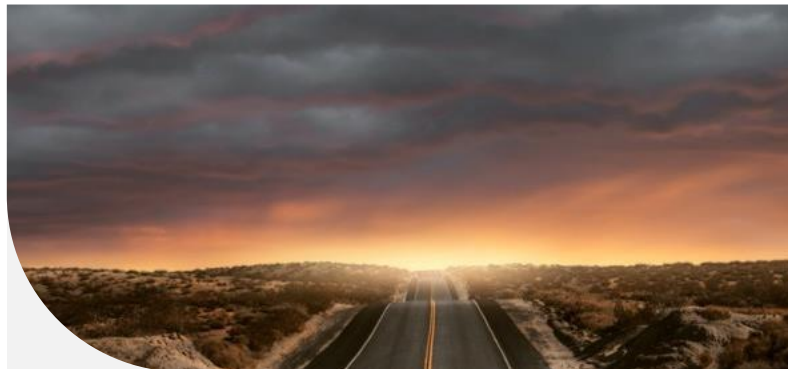


Governance

- › **Robust and sustainable governance**
- › **A strict respect for compliance** and strong value for ethics
- › **A safe work environment** to all our employees
- › **A responsible supply chain** with sustainable partners & suppliers

CO₂ neutrality at the heart of our strategy

FORVIA first automotive company with net-zero target approved by the Science Based Targets Initiative



Climate change, poor air quality

in cities, vulnerable ecosystems... these disturbances affect every single person and are posing an increasing threat to humanity.

As a company, we believe that

we can act today to reverse

the trend. Translating this conviction, FORVIA is putting into motion a comprehensive action plan for the planet.



3 key steps

- › **By 2025:** CO₂ neutrality for our internal emissions (scopes 1 and 2)
- › **By 2030:** -45% for scope 3 emissions
- › **From 2045:** CO₂ net zero for all our emissions (scopes 1-2-3)



3 key levers

- › Use **Less**
- › Use **Better**
- › Use **Longer**

Recycling & circular economy





Vision

Mobility is at the heart of people's life
and of what matters to them:
moving freely, caring for the planet, their own way

Vision

Mobility is at the heart of people's life and of what matters to them:

- › **Mobility empowers people's life:** freedom of movement, access to a world of opportunities, proximity with loved ones, connectivity
- › Today, the world faces tremendous **challenges impacting mobility:** climate change, access to development, technology. These challenges matter to people.

moving freely, caring for the planet, their own way

- › **Mobility is not just about how we move; it's about how we live**
- › Today, people expect more from mobility than a standard journey: they expect a **safer, more sustainable, more connected and more personalized experience**



Mission

**We pioneer technology
for mobility experiences
that matter to people**

Mission

We pioneer technology for mobility experiences that matter to people

- › Reveals our **leadership and our visionary dimension**, at the forefront of an era of transformation:
 - Electrification & Energy management
 - Safe and Automated Driving
 - Digital & Sustainable Cockpit Experiences
- › Highlights **our innovation capabilities and our transformative mindset** to impact the world positively
- › Expresses **our technological expertise**, the key driver of **our customer relationship**
- › Expresses the promise of **a new mobility**: people expect more than a standard journey
- › Focuses on the **end-user benefits**
- › Emphasizes that we propose a **comprehensive approach, encompassing safety, sustainability, affordability, connectivity, well-being and customization...**
- › Clearly states our **strong connection to people** and our determination **to lead positive change**
- › People as our employees, our partners, our suppliers, our customers, our end-users

Our shared future

- › A rapidly growing Group, aligned with key automotive megatrends
- › Leading position in all activities with differentiating technologies
- › A sustainable and customer-focused organization
- › A Group ready to anticipate and drive mobility transition

€31bn

order intake in 2022

€30bn

sales in 2025*

>€300m

synergies in 2025*

**CO₂
Net
Zero
from 2045***

* Current FORVIA scope

All figures at December 31, 2022

FORVIA

