



Technology with Vision

HELLA Group Overview

October 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 some 35 countries
- Sales of € 7.0 billion in Fiscal Year 2018/2019
- Around 39,000 employees worldwide, thereof almost 8,000 in Research & Development
- Attractive business portfolio with the three segments **Automotive**, **Aftermarket** and **Special Applications**

SEGMENT

PRODUCT EXAMPLES

Automotive Lighting

Sales:
~ € 3.2 bill.



Full-LED Headlamps



Glare-free beam light

Automotive Electronics

Sales:
~ € 2.5 bill.



Energy Management



Automated Driving

Aftermarket

Sales:
~ € 0.7 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**

**Business Division
Lighting**

Dr. Frank Huber

Executive Board:

Marcel Bartling,
Dr. Christof Hartmann,
Torben Karasek,
Didier Keskas,
Dr. Michael Kleinkes,
Christian Päschel,
Michael Sohn,
Barnabas Szabo,
Wolfgang Vlasaty

**Business Division
Electronics**

Dr. Rolf Breidenbach

Executive Board:

Heiko Berk,
Jörg Brandscheid,
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:

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

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

Human Resources
Dr. Nicole Schneider

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

International HELLA Companies

General Partner: Hella Geschäftsführungsgesellschaft mbH

Management Board of Hella Geschäftsführungsgesellschaft mbH:

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

Chairman of the Supervisory Board: Klaus Kühn

Shareholder Committee: Carl-Peter Forster (Chairman), Dr. Jürgen Behrend, Horst Binnig, Samuel Christ, Roland Hammerstein, Klaus Kühn, Dr. Matthias Röpke, Konstantin Thomas



HELLA Group History

1899 – 2019: 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

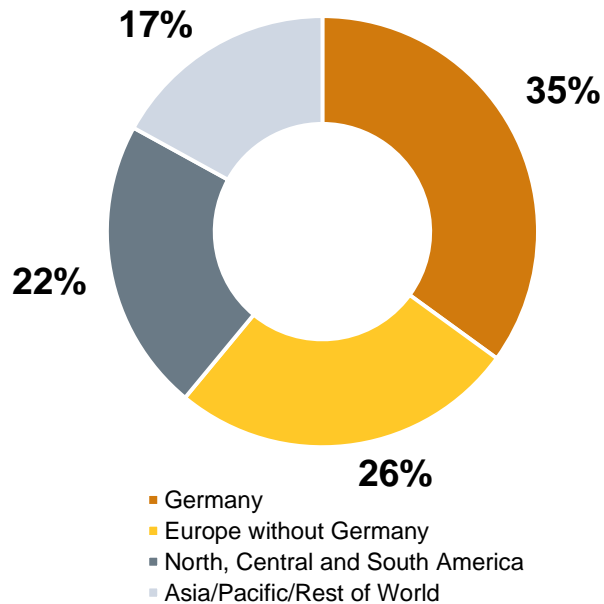
* Based on a market study commissioned by HELLA



HELLA Group

Regional market coverage – Fiscal Year 2018/2019

Sales Automotive by regions



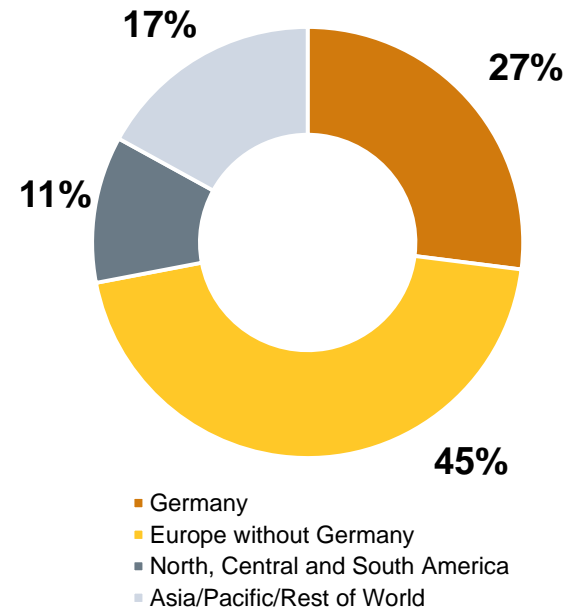
Sales* of € 5.8 billion



Presence in all relevant core markets of the automotive industry

* Total segment sales / HELLA customer view

Sales Aftermarket and Special Applications by regions



Sales* of € 1.1 billion



Business focus Europe ("regional business")

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Business development FY 2017/2018 and FY 2018/2019

Key figures of the income statement	Fiscal Year 2017/2018	Fiscal Year 2018/2019	Change
Sales reported in € million	7,060	6,990	-1.0% (+5.0% currency and portfolio-adjusted)
Adjusted EBIT in € million (% of sales)	552 (8.3%)	585 (8.4%)	+5.9% (+0.1 percentage points)
EBIT in € million (% of sales)	574 (8.1%)	808 (11.6%)	+40.6% (+3.4 percentage points)
Adjusted EBITDA in € million (% of sales)	992 (15.0%)	962 (13.8%)	-3.0% (-1.2 percentage points)
EBITDA in € million (% of sales)	1,018 (14.4%)	1,191 (17.0%)	+17.0% (+2.6 percentage points)

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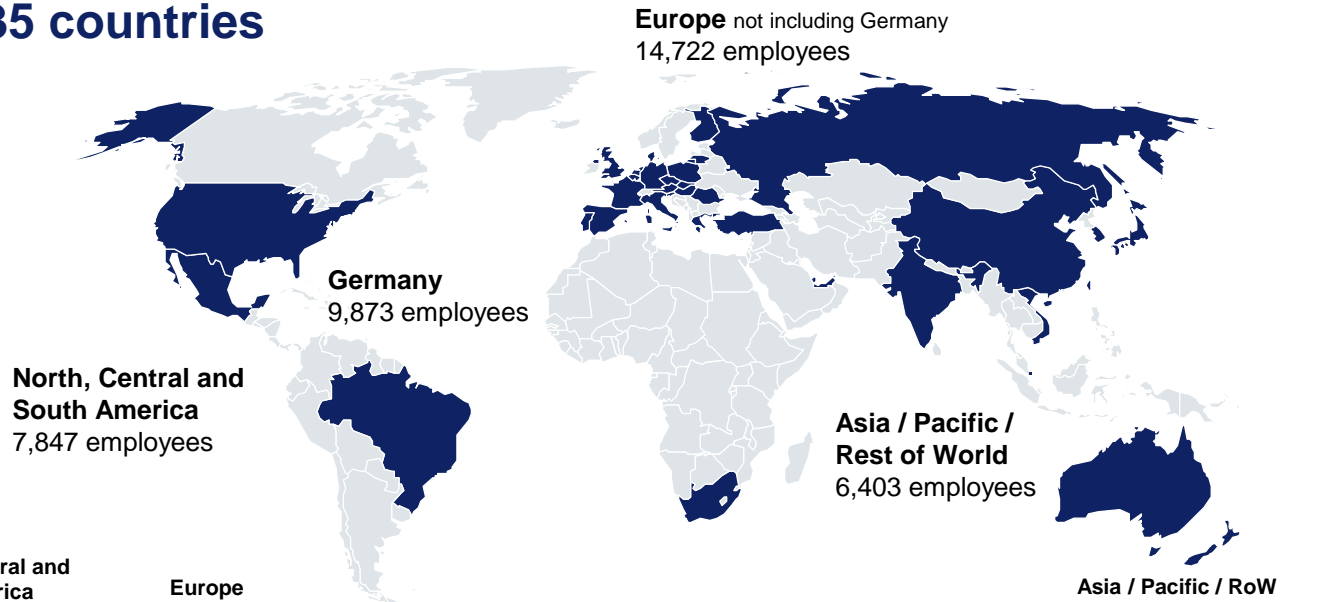
Development of key figures FY 2017/2018 and FY 2018/2019

Important key figures	Fiscal Year 2017/2018	Fiscal Year 2018/2019	Change
Equity in € million	2,478	2,968	+19.8%
Equity Ratio	41.9%	46.3%	+ 4.5 percentage points
Net financial liquidity / debt	-187	66	+253
Research & Development Expenditure in € million	568	611	+7.5%
Employees as of balance sheet date (as at 31 May)	40,263	38,845	-3.5%

HELLA Group

Global network

→ **38,845 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
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Greece
- Hungary
- Italy
- Lithuania
- Netherlands
- Russia
- Poland
- Portugal
- Romania
- Slovakia
- Slovenia
- Spain
- Turkey

Asia / Pacific / RoW

- United Kingdom
- Australia
- China
- Dubai
- India
- Japan
- New Zealand
- Singapore
- South Korea
- Vietnam
- South Africa

* As at 31 May 2019