Capital Markets Day 2020

Exceed Possibilities
Berlin, February 18, 2020
Disclaimer

This document was prepared with reasonable care. However, no responsibility can be assumed for the correctness of the provided information. In addition, this document contains summary information only and does not purport to be comprehensive and is not intended to be (and should not be construed as) a basis of any analysis or other evaluation. No representation or warranty (express or implied) is made as to, and no reliance should be placed on, any information, including projections, targets, estimates and opinions contained herein.

This document may contain forward-looking statements and information on the markets in which the HELLA Group is active as well as on the business development of the HELLA Group. These statements are based on various assumptions relating, for example, to the development of the economies of individual countries, and in particular of the automotive industry. Various known and unknown risks, uncertainties and other factors (including those discussed in HELLA’s public reports) could lead to material differences between the actual future results, financial situation, development or performance of the HELLA Group and/or relevant markets and the statements and estimates given here. We do not update forward-looking statements and estimates retrospectively. Such statements and estimates are valid on the date of publication and can be superseded.

This document contains an English translation of the accounts of the Company and its subsidiaries. In the event of a discrepancy between the English translation herein and the official German version of such accounts, the official German version is the legal valid and binding version of the accounts and shall prevail.
## Capital Markets Day 2020
### Exceed Possibilities – Berlin, February 18, 2020

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30</td>
<td>Registration &amp; Welcome</td>
<td>all</td>
</tr>
<tr>
<td>11:00</td>
<td>HELLA Group: Strategic Outlook</td>
<td>Dr. Rolf Breidenbach&lt;br&gt;CEO&lt;br&gt;</td>
</tr>
<tr>
<td>11:30</td>
<td>HELLA Group: Financial Outlook</td>
<td>Bernard Schäferbarthold&lt;br&gt;CFO</td>
</tr>
<tr>
<td>12:00</td>
<td>Q&amp;A-Session</td>
<td>Dr. Rolf Breidenbach / Bernard Schäferbarthold</td>
</tr>
<tr>
<td>12:30</td>
<td>Lunch</td>
<td>all</td>
</tr>
<tr>
<td>13:15</td>
<td>Lighting: Pioneering technologies and customer solutions</td>
<td>Marcel Bartling&lt;br&gt;Member of the Executive Board Business Division Lighting&lt;br&gt;Product Centers Rear Combination Lamps, Interior &amp; Car Body Lighting</td>
</tr>
<tr>
<td>13:35</td>
<td>Electronics: Key technologies for future mobility</td>
<td>Michael Jaeger&lt;br&gt;Member of the Executive Board Business Division Electronics&lt;br&gt;Product Center Components</td>
</tr>
<tr>
<td>13:55</td>
<td>Q&amp;A-Session</td>
<td>Marcel Bartling / Michael Jaeger</td>
</tr>
<tr>
<td>14:15</td>
<td>Coffee Break</td>
<td>all</td>
</tr>
<tr>
<td>14:30</td>
<td>Market Places</td>
<td>all</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 1: Sensing I: Smart Car Access</td>
<td>Fiona Li / Roman Curkin</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 2: Sensing II: SHAKE &amp; PM2.5</td>
<td>Marco Döbrich</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 3: HD Light Design</td>
<td>Dr. Carsten Wilks / David Duhme</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 4: Front of the car</td>
<td>Alexander Kujumdshiev</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 5: The Drivery</td>
<td>Timon Rupp</td>
</tr>
<tr>
<td>16:00</td>
<td>End of Capital Markets Day 2020</td>
<td></td>
</tr>
<tr>
<td>16:15-17:00</td>
<td>Tour through THE DRIVERY</td>
<td>Timon Rupp&lt;br&gt;Managing Director, The Drivery GmbH</td>
</tr>
</tbody>
</table>
HELLA exploits the current market weakness to further strengthen its competitiveness

Major market developments and implications for HELLA

**Accelerating industry change**
- AUTONOMOUS DRIVING
- EFFICIENCY & ELECTRIFICATION
- CONNECTIVITY & DIGITALIZATION
- INDIVIDUALIZATION

**Stagnating global light vehicle production**
- Short-term
  - FY 2019/20
  - around -6%*
- Mid-term
  - 2021 onwards
  - low single-digit growth

**Major implications for HELLA**
- Business model and strategy are still valid
- No change
- Strong focus on balancing ...
  - Capture profitable growth opportunities
  - Strict efficiency management

*Additional negative corrections possible due to continued high uncertainties, e.g. geopolitical conflicts, impact of Corona virus
HELLA captures attractive growth opportunities while also enforcing further cost savings and efficiency improvements.

Major strategic priorities:

**Capture profitable growth opportunities**

- **A.1** Further *investments* in automotive market trends
- **A.2** Enhancement of partnerships and global presence
- **A.3** Focused *strengthening* of Non-Automotive business

**Strict efficiency management**

- **B.1** Pursuing strict cost control program worldwide
- **B.2** Continuous *optimization* of structures and processes
- **B.3** Stringent and active *portfolio* management
HELLA paves the way towards autonomous driving with a comprehensive sensing portfolio focusing on scalability for L1-3

**Investments in market trends – Autonomous Driving**

### MARKET SITUATION

**AUTONOMOUS DRIVING**

- New safety requirements are pushing higher penetration of L1-2 vehicles in the upcoming years
- L3 vehicles will have the biggest market share increase from 2025 until 2035
- First fully autonomous vehicles will be on the road from 2030

### HELLA POSITION

- Strong component supplier with comprehensive sensing portfolio focusing on L1-3 and scalability for higher levels
  - **24 GHz sensors**
    - over 30 million sensors manufactured since 2006
  - **77 GHz sensors**
    - 7 customer orders acquired since 2018; SOP: April 2020
  - **SHAKE sensor**
    - market entry in 2018/2019; second SOP in 2020
- **Power steering**
  - approx. 30 million steering electronics produced since 2010
- **Great expertise in camera-based assistance systems and software solutions**, i.e. License model for front camera based ADAS functions

### STRATEGY GOING FORWARD

- Drive roll-out and further development of existing sensors, e.g.
  - Enhance performance of 77 GHz corner radar based on cooperation with Oculii
- Provide “easy to implement” SHAKE solution for mass market
- Expand product portfolio, e.g.
  - intensify Lidar cooperation with AEye; focus on product specification & lead customer acquisition
  - push steering technology for automated driving; launch fail-operational modules in September 2020
- Strengthen camera business, e.g. by establishing new partnerships and push in China

**Sales FY 18/19:**
~460 mill EUR

**Growth aspiration until FY 24/25:**
~2x

---

* Source: Strategy Analytics August 2019
HELLA accompanies customers comprehensively on the way to electromobility with solutions for all stages of electrification

Investments in market trends – Electrification

MARKET SITUATION

EFFICIENCY & ELECTRIFICATION

- Trend is heavily driven by stricter regulatory emission requirements as well as improved technological maturity and affordability
- Mild-hybrids as “bridging technology” with strongest growth in the upcoming years
- By 2025 up to 250 new EV models

Electrification stages
Market Penetration 2025*

<table>
<thead>
<tr>
<th>Type</th>
<th>Market Penetration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Combustion Engine (ICE)</td>
<td>55%</td>
</tr>
<tr>
<td>48V Mild Hybrid (MHV)</td>
<td>25%</td>
</tr>
<tr>
<td>Full- (FHEV) &amp; Plug-in Hybrid (PHEV)</td>
<td>10%</td>
</tr>
<tr>
<td>Battery Electric Vehicle (BEV)</td>
<td>10%</td>
</tr>
</tbody>
</table>

* Source: IHS Engine Database August 2019

HELLEA POSITION

- Leading supplier for power and battery electronics covering all stages of electrification, e.g.
  - Voltage Converters over 3.5 million devices produced annually
  - Intelligent Battery Sensors (IBS) over 100 million sensors sold since 2003
  - Battery Management Systems High Voltage (BMS HV) launch in 2016 for e-vehicle and full hybrid fleet of premium OEM
  - Fuel Control Modules (FCM) over 6 million modules produced annually
  - Only 15% of total HELLA Electronics portfolio depending on conventional powertrain concept

Sales FY 18/19: ~320 mill EUR

STRATEGY GOING FORWARD

- Strengthen market position by consistent roll-out of existing products and development of next generations, e.g.
  - Develop 3rd generation of 48V converters and introduce Gen6 of IBS
  - Launch second generation of HV BMS; SOP mid 2020
  - Increase customer portfolio for FCM (Focus on Nafta) and introduce next generation
  - Introduce innovative Dual Voltage BMS for mild hybrids; SOP planned for 2024
  - Develop additional solutions for mild hybrids and electric vehicles by establishing partnerships with lead customers, e.g. PowerPack 48V, On-Board Charger

Growth aspiration until FY 24/25: >3x
HELLA strengthens its position as innovation leader for headlamps by launching the next generation of lighting technology

A.1 Investments in market trends – LEDfication / Digital Light

**MARKET SITUATION**

**CONNECTIVITY & DIGITALIZATION**

- LED (including HD lighting) will most likely be the last major headlamp technology shift for the near future
- Increasing market penetration across all car segments
- Electronically controlled adaptive lighting functionalities (e.g. glare-free high beam) gain further momentum

**HELLA POSITION**

- Technology/innovation leader for high-end headlamp solutions, e.g. Matrix-beam technology first launch in 2013, subsequent integration into over 15 further vehicle models; series orders for next generations acquired
- SSL | HD technology first series order acquired, SOP mid 2022
- Comprehensive system competence, i.e. including lighting electronics and imaging software for object data
- Strategically well positioned with key customers; premium (52%) as well as volume segment (48%)

**STRATEGY GOING FORWARD**

- Maintain strong position in premium segment mostly by focusing on high-end solutions, e.g. Drive market penetration of matrix-beam technology
- Focus on one HD technology by pushing roll-out of SSL | HD technology (utilizing “first-to-market” advantages)
- Increase penetration of further customer segments by developing best-cost solutions, e.g. Standardized/modular approach for lighting modules as key enabler
- “World headlamp” SSL100; SOP: summer 2020
- Enhanced local-for-local strategy, e.g. for China, Americas

Sales LED Headlamps FY 18/19: ~1.2 bill EUR

Growth aspiration until FY 24/25: >1.5x

---

*Source: IHS Forward Lighting & ECU Database March 2018*
HELLA is focusing on open cooperations with industry partners and startups to develop differentiating customer solutions

A.2  Enhancement of partnerships – Focus Technology

SELECTED PARTNERSHIPS

**HELLA**

**PARTNERSHIP**

**SELECTED PARTNERSHIPS**

<table>
<thead>
<tr>
<th>Partnership</th>
<th>STATUS</th>
</tr>
</thead>
</table>
| Plastic Omnium | ▪ Joint development team at the Drivery/Berlin established (2x5 resources)*
| | ▪ SmartFACE demonstrator created within six months and showcased at IAA
| | ▪ Positive customer reactions, e.g. >10 TechShows, >10 OEM meetings; first customer pre-development won
| | ▪ Possible expansion of collaboration, e.g. integration of electronics components
| Faurecia | ▪ Joint project team established (2x2 resources)*
| | ▪ First joint series project won from German premium OEM: integration of light guides in interior doors panels
| | ▪ Pre-development acquired for second premium customer: door panel deco element incl. display and backlighting
| | ▪ Development of further integrated interior solutions, e.g. surface backlighting illumination
| Oculii | ▪ Strategic HELLA investment (~ 5 mill USD) and partnership agreed at the end of December 2019
| | ▪ Innovative radar signal processing verified by proof of concept; preparation of a joint prototype for improved radar measurement capability by May 2020
| | ▪ Start of customer demos planned for Q3/2020

*Acting as single interface of collaboration
To further strengthen its position in China, HELLA is intensifying its collaboration with powerful local partners

A.2 Enhancement of partnerships – Focus China

SELECTED PARTNERSHIPS

**BHAP**

RATIONALE:
Lighting and electronic solutions, primarily for BAIC

**Status**

- Strong partnership established with BHAP in lighting business since 2014: 2 plants and 1 R&D center in operation
- New electronics joint venture with BHAP commissioned at the end of 2019: manufacturing of control units started (subsequent expansion of production portfolio)

**FAW**

RATIONALE:
Lighting system for the Chinese market, primarily for FAW

**Status**

- Joint venture with FAW subsidiary Faway since 2012, operating 2 plants and 1 R&D center
- Existing partnership expanded in 2019, e.g. to strengthen product scope and development capabilities, e.g. for rear combination lamps, interior and car body lighting; JV as main supplier nominated for FAW premium brand “Hongqi”

**EVERGRANDE GROUP**

RATIONALE:
Collaboration in the area of electromobility

**Status**

- Establishing a JV in the area of Battery Management Systems High Voltage under negotiation; signing expected by end of February 2020
- Additional cooperation planned in the context of the NEV project of Evergrande, e.g. as supplier of further electronic components and lighting solutions
HELLE follows a clear local-for-local approach to capture growth opportunities in regional core markets

## HELLA POSITION

<table>
<thead>
<tr>
<th>CHINA*</th>
<th>INDIA</th>
<th>AMERICAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales FY 18/19: ~800 mill EUR</td>
<td>Sales FY 18/19: ~75 mill EUR</td>
<td>Sales FY 18/19: ~1,400 mill EUR</td>
</tr>
<tr>
<td>Plants: 10</td>
<td>Plants: 3</td>
<td>Plants: 7</td>
</tr>
<tr>
<td>Lighting: 7</td>
<td>Lighting: 1</td>
<td>Lighting: 3</td>
</tr>
<tr>
<td>Electronics: 3</td>
<td>Electronics: 2</td>
<td>Electronics: 4</td>
</tr>
<tr>
<td>R&amp;D center: 7</td>
<td>R&amp;D center: 5</td>
<td>R&amp;D center: 3</td>
</tr>
<tr>
<td>Lighting: 6</td>
<td>Lighting: 3</td>
<td>Lighting: 1</td>
</tr>
<tr>
<td>Electronics: 2</td>
<td>Electronics: 2</td>
<td>Electronics: 2</td>
</tr>
<tr>
<td>Employees: ~5,500 thereof R&amp;D: ~1,300</td>
<td>Employees: ~1,500 thereof R&amp;D: ~710</td>
<td>Employees: ~7,800 thereof R&amp;D: ~520</td>
</tr>
</tbody>
</table>

### STRATEGY GOING FORWARD

<table>
<thead>
<tr>
<th>ELECTRONICS:</th>
<th>LIGHTING:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth aspiration until FY 24/25:</strong></td>
<td><strong>Growth aspiration until FY 24/25:</strong></td>
</tr>
<tr>
<td><strong>~2x</strong></td>
<td><strong>&gt;3x</strong></td>
</tr>
</tbody>
</table>

**ELECTRONICS:** grow in core business of **components** as well as in trend areas **automated driving** (77 GHz radar, camera software) and **e-mobility** (48V mild and HV-solutions), also by forming **partnerships**

**LIGHTING:** drive JV business to penetrate related OEMs; develop local innovations (e.g. 11 pixel ADB) and **low-cost modules** to better target **Chinese OEMs** (incl. ramp-up of local R&D capabilities)

**ELECTRONICS:** grow by selectively adding new products; prioritize products for **e-mobility** and **driver assistance** with multiple customer roll-out approach (e.g. explore low-cost version of Intelligent Battery Sensor)

**2 WHEELER / 3 WHEELER:** spin-off of activities to better fulfill business-specific requirements; grow especially by offering motor & controller

**ELECTRONICS:** enhance product portfolio with local OEMs, especially Energy Management, Electrical Power Steering, Thermal Management, Driver Assistance Systems

**LIGHTING:** increase business with the big 3 OEMs by stronger focus on regional customer/technology roadmaps; use market opportunities related to potential liberalization of **ADB functions** in the US

* Including JVs
HELLA is also using attractive growth opportunities in Aftermarket and Special Applications to strengthen its business resilience.

A.3 Strengthening of Non-Automotive Business

### HELLA POSITION

#### AFTERMARKET

**INDEPENDENT AFTERMARKET:** strong market position, especially in Europe by
- focusing on core competencies in Lighting & Electronics
- providing premium service, e.g., logistics/availability, product information, technical support, warranty handling

**WORKSHOP SOLUTIONS:** leading position in German-speaking markets by
- sophisticated diagnostic and calibration tools
- comprehensive data know-how and services

#### SPECIAL APPLICATIONS

Leading supplier for various commercial vehicles (e.g., agriculture, construction, bus, mining, and trailer) based on leveraging Automotive core know-how and SOE specific developments in
- **Lighting** (e.g., continued LEDification in standard and customer specific products as well as innovative solutions)
- **Electronics** (e.g., sensors, actuators, and energy mgmt. solutions) as well as selective portfolio extensions (e.g., radar)

### HIGHLIGHT

**New Workshop Concept:** “CheckPoint”

- **IDEA:** unique full service offer for independent workshops including diagnostics, calibration tools, services
- **TARGET:** increase customer retention of independent workshops and empower them to handle increasing complexities, e.g., in ADAS calibration and repair of electric vehicles and hybrids
- **NEXT STEPS:** pilot phase with 12 workshops finalized; roll-out of new concept as standard offering starting in February 2020

**Smart Worklight System**

- **IDEA:** intelligent control of individual worklights and LEDs for different working scenarios of agricultural and construction vehicles
- **TARGET:** enhance safety and comfort for operators, e.g., by avoiding blinding others as well as self-blinding caused by dazzling objects
- **NEXT STEPS:** pre-development projects with different lead customers ongoing; initial market launch expected for 12/21
Based on strict cost control HELLA ensures short-term profitability as well as additional scope for future-oriented investments

B.1 Strict cost control program

**STRINGENT COST MANAGEMENT**

- Early implementation of group-wide cost control approach in October 2018
  - installation of stricter approval rules and dedicated release boards
  - across all functions, hierarchies and regions
- Initial focus on reducing travel, IT, service providers, logistics as well as marketing costs

**FLEXIBILIZATION OF HEADCOUNT**

- Adjustment and flexibilization of headcount planning according to market development
  - Significant reduction of new hires
  - Flexibilization of production personnel: for direct personnel 100% targeted, for indirect personnel 50% targeted
  - Selective structural headcount reduction programs

**KEY ACHIEVEMENTS**

**FY 2018/2019**

- Generated savings: ~60 mill EUR
- SG&A ratio reduction: -0.7pp

**KEY ACHIEVEMENTS**

Headcount reduction, as at November 2019, in FTEs

- in reporting staff (year-on-year): 1,650
- of entire staff incl. temps (year-on-year): 2,800
- of reporting staff compared to peak in September 2018: 3,100
HELLA strengthens its competitiveness by consistent automatization and sustainable process improvements

Continuous optimization of structures and processes

**MAJOR INITIATIVES**

### Smart Automatization

**RATIONALE:**
Increase productivity and quality by automatization of production processes, especially in Lighting

### Software Robots

**RATIONALE:**
Raise efficiency in administration by automating repetitive standard processes

### Business Service Organization (BSO)

**RATIONALE:**
Enhance service level and cost position by bundling and optimizing relevant tasks within designated hubs

**STATUS**

- More than **400** use cases for Collaborative Robots (CoBot) identified
- Work Package 1 (WP1): focus on CoBot implementation for brownfield production with target headcount reduction of **1,000** (current achievement level: ~300)
- Drive further implementation of CoBots in greenfield areas (WP2) and define smart automation concept for modular assembly lines (WP3)

- Governance organization established to drive process digitalization and efficient use of new technologies, e.g. Robotics Process Automation (RPA) for
  - automatic invoice capture and data entry for major global suppliers
  - automatic creation of intercompany invoices
- Continuous investigation of new application areas in administration processes

- Business Service Organization established with **4 centers** in Romania (largest hub), India, China and Mexico:
  - Ca. **400 FTEs** already delivering services
  - Application of methodology for existing services, e.g. in Finance & Controlling, Purchasing, Human Resources etc.
- Shift of new service tasks (e.g. regional bundling of Foreign Trade administration) to BSO locations, **150-200 additional FTEs** from FY 2019/20 onwards
Based on clearly defined criteria and an active management approach, HELLA is continuously reviewing its business portfolio.

**Active portfolio management**

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>LATEST MAJOR DIVESTMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Leadership</td>
<td>Wholesale Business</td>
</tr>
<tr>
<td>Market Leadership (#1-3)</td>
<td>Disposal of wholesale companies FTZ and Inter-Team to Mekonomen&lt;sup&gt;1&lt;/sup&gt; and Hellanor to Aurelius&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
</tbody>
</table>
| Fulfillment of financial KPIs | Employees: ~2,750  
Turnover: ~570 mill EUR  
Transaction price: ~395 mill EUR<sup>1</sup>  
Closing: Sept. 2018<sup>1</sup> / Dec. 2018<sup>2</sup> |

<table>
<thead>
<tr>
<th>Technology Leadership</th>
<th>Korean Joint Venture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Leadership (#1-3)</td>
<td>Transfer of 50% share in Joint Venture HSL Electronics to JV-partner SL</td>
</tr>
</tbody>
</table>
| Fulfillment of financial KPIs | Employees: ~275  
Total Turnover: ~100 mill EUR  
Transaction price: n/a  
Closing: September 2019 |

<table>
<thead>
<tr>
<th>Technology Leadership</th>
<th>Behr Hella Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Leadership (#1-3)</td>
<td>Transfer of 50% share in Joint Venture Behr Hella Service to JV-partner MAHLE</td>
</tr>
</tbody>
</table>
| Fulfillment of financial KPIs | Employees: ~60  
Total Turnover: ~150 mill EUR  
Transaction price: n/a  
Transfer: December 2019 |

<table>
<thead>
<tr>
<th>Technology Leadership</th>
<th>Relay Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Leadership (#1-3)</td>
<td>Disposal of relay business to Chinese company Hongfa</td>
</tr>
</tbody>
</table>
| Fulfillment of financial KPIs | Employees: ~280  
Turnover: ~43 mill EUR  
Transaction price: ~10 mill EUR  
Closing: December 2019 |
HELLA has all the prerequisites to continue its success path even in an only moderately growing market scenario ("New normal")

Strategic outlook

**MID-TERM PERSPECTIVE**

- **1.** Solid, sustainable business model with Automotive, After-market and Special Applications (no transformation needed!)
- **2.** Attractive product solutions for major market trends based on technology leadership and smart partnerships
- **3.** Broad customer portfolio and strong presence in global key markets (China, India, NSA, Europe)
- **4.** Effective cost control and well-proven, inherent continuous improvement culture

**MARKET GROWTH**

- **Sales growth:** 5-10%
- **EBIT level:** >= 8%

Global light vehicle production

"New normal"
<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30</td>
<td>Registration &amp; Welcome</td>
<td>all</td>
</tr>
<tr>
<td>11:00</td>
<td>HELLA Group: <strong>Strategic Outlook</strong></td>
<td>Dr. Rolf Breidenbach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CEO</td>
</tr>
<tr>
<td>11:30</td>
<td>HELLA Group: <strong>Financial Outlook</strong></td>
<td>Bernard Schäferbarthold</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFO</td>
</tr>
<tr>
<td>12:00</td>
<td><strong>Q&amp;A-Session</strong></td>
<td>Dr. Rolf Breidenbach / Bernard Schäferbarthold</td>
</tr>
<tr>
<td>12:30</td>
<td>Lunch</td>
<td>all</td>
</tr>
<tr>
<td>13:15</td>
<td>Lighting: <strong>Pioneering technologies and customer solutions</strong></td>
<td>Marcel Bartling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Member of the Executive Board Business Division Lighting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Centers Rear Combination Lamps, Interior &amp; Car Body Lighting</td>
</tr>
<tr>
<td>13:35</td>
<td>Electronics: <strong>Key technologies for future mobility</strong></td>
<td>Michael Jaeger</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Member of the Executive Board Business Division Electronics</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Center Components</td>
</tr>
<tr>
<td>13:55</td>
<td><strong>Q&amp;A-Session</strong></td>
<td>Marcel Bartling / Michael Jaeger</td>
</tr>
<tr>
<td>14:15</td>
<td>Coffee Break</td>
<td>all</td>
</tr>
<tr>
<td>14:30</td>
<td>Market Places</td>
<td>all</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 1: Sensing I: Smart Car Access</td>
<td>Fiona Li / Roman Curkin</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 2: Sensing II: SHAKE &amp; PM2.5</td>
<td>Marco Döbrich</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 3: HD Light Design</td>
<td>Dr. Carsten Wilks / David Duhme</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 4: Front of the car</td>
<td>Alexander Kujumdshiev</td>
</tr>
<tr>
<td>15 min</td>
<td>Market Place 5: The Drivery</td>
<td>Timon Rupp</td>
</tr>
<tr>
<td>16:00</td>
<td>End of Capital Markets Day 2020</td>
<td></td>
</tr>
<tr>
<td>16:15-17:00</td>
<td>Tour through THE DRIVERY</td>
<td>Timon Rupp</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managing Director, The Drivery GmbH</td>
</tr>
</tbody>
</table>
HELLA further strengthens its competitiveness to stay on its profitable growth path
Major market developments and implications for HELLA

Accelerating industry change

- Accelerating investments in trends especially Efficiency & Electrification and Autonomous Driving
- At the same time budget control at OEMs
- Tighten regulatory framework

Stagnating global light vehicle production

- Impact of Corona virus not foreseeable, FY 20/21 growth expected to be impacted by low comparable basis
- Weak economic indicators in core markets
- Mid-term production environment growing only low-single digit

Major implications for HELLA to continue profitable growth path

Underlying financials solid and financial action plan still valid

Strong focus on balancing …

No change
HELLA finds the right balance between cost and efficiency management and investments in future growth and technologies.

Major strategic priorities:

**Capture profitable growth opportunities**
- **A.1** Focus investments on booked business and innovations along main trends
- **A.2** Benefit from market and technology leadership with acquisition success and value growth
- **A.3** Secure business with balanced portfolio and prudent finance

**Strict cost & efficiency management**
- **B.1** Enforce strict cost control to safeguard profitability
- **B.2** Foster automation to increase flexibility and production efficiency
- **B.3** Focus on FCF generation with tailored measures for Working Capital
### R&D & CAPEX ALLOCATION

- **Group R&D Ratio <10%** as overall boundary condition, mid- to long-term target around 9.5%
- **Majority (~70%)** of development expenses allocated to booked business
- **Electronics R&D share** expected to rise to nearly 60% in FY 21/22
- **Capitalization rate** at around 15% according to IFRS requirements
- **Volume driven CAPEX/Sales ratio** short term >9%
- **Mid- to long-term CAPEX/Sales ratio** <8% targeted
- **Next to project CAPEX structural investments** e.g. in automation

#### ELECTRONICS R&D ALLOCATION

<table>
<thead>
<tr>
<th>FY 18/19</th>
<th>CAGR</th>
<th>FY 21/22e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>42%</td>
<td>+2%</td>
</tr>
<tr>
<td>ENERGY</td>
<td>22%</td>
<td>+11%</td>
</tr>
<tr>
<td>ADAS</td>
<td>16%</td>
<td>+14%</td>
</tr>
<tr>
<td>Sensors &amp; Actuators</td>
<td>15%</td>
<td>+4%</td>
</tr>
<tr>
<td>EPS</td>
<td>6%</td>
<td>+11%</td>
</tr>
</tbody>
</table>

1) Approx. 55% of Automotive R&D FY 18/19 (~580 mill. EUR) 2): remaining share allocated to pre-development, ground research, software, tools 3) Approx. 45% of Group CAPEX FY 18/19 (~550 mill. EUR)

#### LIGHTING CAPEX ALLOCATION

<table>
<thead>
<tr>
<th>FY 18/19</th>
<th>CAGR</th>
<th>FY 21/22e</th>
</tr>
</thead>
<tbody>
<tr>
<td>HL</td>
<td>61%</td>
<td>+9%</td>
</tr>
<tr>
<td>CBL &amp; IL</td>
<td>17%</td>
<td>+15%</td>
</tr>
<tr>
<td>RCL</td>
<td>24%</td>
<td>-6%</td>
</tr>
<tr>
<td>Radome</td>
<td>2%</td>
<td>+46%</td>
</tr>
</tbody>
</table>

1) Approx. 55% of Automotive R&D FY 18/19 (~580 mill. EUR) 2): remaining share allocated to pre-development, ground research, software, tools 3) Approx. 45% of Group CAPEX FY 18/19 (~550 mill. EUR)

#### DIRECTIONS

- Leverage E-Mobility
- Extend scope in ADAS
- Strengthen backbone
- Invest in steering
- Invest in global HD module
- Invest in complex IL and CBL solutions
- Focus RCL
- Grow Radomes

**DIRECTIONS**

**ELECTRONICS R&D ALLOCATION**

**LIGHTING CAPEX ALLOCATION**
Given its attractive portfolio in selective markets, HELLA is able to grow within the target range of 5-10% in a stabilized market.

**A.2 Market & technology leadership: Strong portfolio in growth markets**

**ORGANIC GROWTH**

- **Strong market position** of backbone business (especially Sensors and Actuators)
- **Strive for a leading market position in selected growth areas** (e.g. Efficiency & Electrification and Automated Driving)
- **Headlamp business** with competitive edge due to technological leadership position
- **Majority of business independent** from combustion engines

<table>
<thead>
<tr>
<th>MARKET GROWTH</th>
<th>MARKET SEGMENT</th>
<th>ASSESSMENT</th>
<th>KEY PRODUCTS</th>
<th>HELLA POTENTIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;10%</td>
<td>Autonomous Driving</td>
<td>Comprehensive radar portfolio, further invest in competitive and scalable L3 offering</td>
<td>24Ghz radar, 77Ghz radar, Camera software</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Efficiency &amp; Electrification</td>
<td>Strong portfolio, need to address Tier 2 and Tier 1 opportunities</td>
<td>BMS, DC/DC converter, IBS, FCM</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Radome</td>
<td>Already good positioned, further market potential in China and North America</td>
<td>Cover (dome) in front of a radar system</td>
<td>↑</td>
</tr>
<tr>
<td>5-10%</td>
<td>Automotive Interior and Car Body Lighting</td>
<td>Strong market position to capture selective opportunities in IL, Repricing of CBL portfolio and focus on Front of the Car opportunities</td>
<td>Interior lights, roof modules, ambient interior lighting, Fog lamps, Light indicators, License plate lamps</td>
<td>→</td>
</tr>
<tr>
<td></td>
<td>Steering</td>
<td>Potential for EPS as “fail operational” at premium and volume OEMs</td>
<td>Electric Power Steering</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Automotive sensors</td>
<td>High penetration of existing products in markets, first-to-market innovations as driver</td>
<td>APS, Steering sensors, Position sensors, Medium sensors</td>
<td>→</td>
</tr>
<tr>
<td></td>
<td>Actuators</td>
<td>Backbone business to be further strengthened with focus on main contributors</td>
<td>Engine Compartment Actuator, Thermal mgmt., Vacuum pumps</td>
<td>→</td>
</tr>
<tr>
<td>&lt;5%</td>
<td>Headlamp</td>
<td>Leverage excellent positioning with world wide application using SSL, harvest Xenon</td>
<td>LED headlamps, Halogen headlamps</td>
<td>→</td>
</tr>
<tr>
<td></td>
<td>Rear Combination Lamps</td>
<td>Reorganization and active customer collaboration to define selected opportunities</td>
<td>Reflectors, Light curtain, Edge light, Glowing elements</td>
<td>↓</td>
</tr>
<tr>
<td></td>
<td>Lighting Electronics</td>
<td>Strong performance to address broader customer needs</td>
<td>Light control modules</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Body Electronics</td>
<td>Changing market need (e.g. BCM), good position to catch opportunities with smart access</td>
<td>Car access, Body control modules</td>
<td>↑</td>
</tr>
<tr>
<td></td>
<td>Independent Aftermarket</td>
<td>European Aftermarket is stagnating, consequent focus on key accounts, push e-commerce and OE products as success factors</td>
<td></td>
<td>→</td>
</tr>
<tr>
<td></td>
<td>Special Applications</td>
<td>Strong market position with lighting products in European market, E/E and innovative lighting business as development</td>
<td></td>
<td>↑</td>
</tr>
</tbody>
</table>

APS = Accelerator Pedal Sensor, BMS = Battery Management System, FCM = Fuel Control Modules, IBS = Intelligent Battery Sensor

1) CAGR 18/19 24/25 2) HELLA growth potential vs. market
Market and technology leadership ensures acquisition success and drives order intake in selected growth areas

**ORDER SITUATION EXAMPLE**

- DC/DC & BMS strongly benefit from Hybrid and High Voltage trend in the coming years
- Mid-term growth strongly backed by orders, for FY 24/25 majority of tender still outstanding, thereof 60% with existing clients
- Shift from DC/DC to PowerPack 48V starting in FY 24/25 with sustainable growth and further ramp-up in the years beyond
- Market leader and with series production experience for complex BMS with excellent position to win business
- Radar growth driven by 24 GHz until FY 21/22; Growth beyond FY 21/22 coming from 77 GHz

**ENERGY MANAGEMENT**

- DC/DC & PowerPack 48V (SOP: FY 24/25)
  - Additional Potential PowerPack 48V
  - DC/DC SALES
  - Order Share%
  - CAGR

**AUTONOMOUS DRIVING**

- 77 GHz radar
  - MUST
  - Order
  - CAGR
  - FY 18/19
  - FY 21/22
  - FY 24/25

- 24 GHz radar
  - FY 18/19
  - FY 21/22
  - FY 24/25

*Next generation with existing customers
HELLA strives for prudent financing to secure business but also seeks shareholder participation in business success

A.3 Cash flow allocated to finance organic growth & bolt-on acquisitions

### FINANCING PREMISES
- Financing stability with low leverage target: NET DEBT/EBITDA <1x
- Fully financed with long-term horizon
- Keep quality rating

### USE OF CASH
- Continuity in dividend payments envisaged
- Self-financed organic growth
- Possibility of selected acquisitions and to entering into partnerships

### MATURITY PROFILE

<table>
<thead>
<tr>
<th>Year</th>
<th>Bond (1.0%)</th>
<th>Bond (0.5%)</th>
<th>Aflac** bond I</th>
<th>Aflac** bond II</th>
<th>Other Debt*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2024</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2027</td>
<td></td>
<td>500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2032</td>
<td></td>
<td></td>
<td>70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2033</td>
<td></td>
<td></td>
<td>105</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td>352</td>
<td></td>
</tr>
</tbody>
</table>

### NET DEBT/EBITDA as of 31 May

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>0.7x</td>
<td>0.6x</td>
<td>0.2x</td>
<td>0.3x</td>
<td>0.3x</td>
<td>0.2x</td>
<td>-0.1x</td>
</tr>
</tbody>
</table>

- **Successful refinancing** of EUR 500 mill. bond
- **Annual interest savings** approx. EUR 9 mill. with lower coupons
- **Flexibility** with undrawn revolving Credit (2022) of EUR 450m, refinanced with 10 core banks as back-up facility
- Adhered to **NET DEBT/EBITDA boundary in recent past**
- Last years with **continuous reduction** of NET DEBT/EBITA ratio
- Low leverage secures **room for maneuver**

* Mostly long term debt; starting with Aug 2019 lease liabilities according to IFRS 16 ** Aflac bonds hedged values; Abbreviation for “American Family Life Insurance Company”
HELLA enforces consistent cost savings and structural improvements as basis for further investment in new technologies

**B.1 Cost control and initiatives enforced 2018**

<table>
<thead>
<tr>
<th>COST CONTROL PREMISES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost control measures monitored continuously and adopted depending on actual and outlook on market volumes</td>
</tr>
<tr>
<td>Main levers are flexibilization of headcount, cost control (SG&amp;A), structural improvements (implemented in time of limited growth) and the reduction of material costs</td>
</tr>
<tr>
<td>Normalization of SG&amp;A ratio around 9%</td>
</tr>
<tr>
<td>Structural optimizations and purchasing program leading to improvement of Gross Profit Margin in coming years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEVER</th>
<th>INITIATIVES</th>
<th>IMPACT</th>
<th>OUTLOOK</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SG&amp;A EXCELLENCE</strong></td>
<td>Stringent cost control focusing particularly on headcount, travel, IT, service provider, logistics as well as marketing costs globally</td>
<td>Savings of approx. 0.3ppt in FY 18/19</td>
<td>Strict continuation of cost control in foreseeable future</td>
</tr>
<tr>
<td></td>
<td>Structural improvements establishing a business service organization to bundle corporate functions in designated hubs in best cost countries</td>
<td>Around 400 FTE (10% of CF) in scope, saving 0.2ppt in FY18/19 (mostly labor arbitrage)</td>
<td>Mid-long term release and continuous investments in IT system infrastructure</td>
</tr>
<tr>
<td></td>
<td>Freight and brokerage cost reduction with consolidated tendering and freight efficiency roadmap</td>
<td>Reduction of supplier base by 69% with savings 0.1ppt in FY 18/19</td>
<td>Further transfer of functions and continuous improvement with reduced complexity and automation with high potential</td>
</tr>
<tr>
<td></td>
<td><strong>FLEXIBILIZATION OF HEADCOUNT</strong></td>
<td>Headcount reduction (reporting staff YOY1)</td>
<td>Further adaption depending on market development</td>
</tr>
<tr>
<td></td>
<td>Use headcount planning and flexibilization instruments on a month-by-month basis, depending on further market development</td>
<td>FTEs by 1,650 o incl. temps by 2,800</td>
<td>Deep Dive</td>
</tr>
<tr>
<td></td>
<td><strong>RISEING PURCHASING PERFORMANCE</strong></td>
<td>Holistic material cost transformation: o Fact based commercial negotiations (PPI &amp; Bonus) o Re-Design to Cost (DToC) o Initiatives per BD e.g. “7 Levers” in Lighting</td>
<td>Total savings in automotive purchasing of around 50 mill. EUR in FY 18/19</td>
</tr>
<tr>
<td></td>
<td>Next to commercial negotiation and design means on top stretch regarding material costs</td>
<td>Approx. 30 mill. EUR additional price increases to be compensated in FY19/20 and targeted</td>
<td>Compared to FY 19/20 higher savings in FY 20/21 targeted</td>
</tr>
</tbody>
</table>

1) per November 2019
Headcount program as key pillar to secure lean and flexible structures – continuation reflects market development

**B.1 Deep Dive: World-wide headcount program with proven impact**

### Headcount Program

- **Program aims at different layers** depending on the type of personnel, their function and region
- **100% flexibilization of direct production personnel** targeted
- **Most possible flexibilization of indirect production personnel** maintaining stability of plants
- **Sales & Admin optimized** as part of the general SG&A excellence (automation & shared services)
- **Consequent management of R&D ratio** (e.g. best use of global R&D network)

### Headcount Program

<table>
<thead>
<tr>
<th></th>
<th>Nov 18/19</th>
<th>Nov 19/20</th>
<th>Delta YoY</th>
<th>Achievements</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Production Direct</strong></td>
<td>12,317</td>
<td>11,342</td>
<td>-8.6%</td>
<td>In relation to sales decline of 2.3% over-proportional reduction</td>
<td></td>
</tr>
<tr>
<td><strong>Production Indirect</strong></td>
<td>12,943</td>
<td>12,739</td>
<td>-1.6%</td>
<td>Stability of plants and production must be secured</td>
<td></td>
</tr>
<tr>
<td><strong>Research &amp; Development</strong></td>
<td>7,706</td>
<td>7,828</td>
<td>1.6%</td>
<td>Investments in R&amp;D specialist in best cost countries</td>
<td></td>
</tr>
<tr>
<td><strong>Sales &amp; Admin</strong></td>
<td>6,408</td>
<td>5,938</td>
<td>-7.3%</td>
<td>BSO established with 4 centers</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>39,498</td>
<td>37,847</td>
<td>-4.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Achievements**

- Reduction of working time accounts and temporary staff
- Flexibilization of direct OtD via automation initiative
- Leverage HR toolbox according needs (e.g. short-time work, severance programs, early retirement)
- Further shifts of function to Shared Service Center
- Only selected hiring for administrative and sales functions
- Digitalization of administrative processes, e.g. payroll, learning administration
Improvement of purchasing performance is key to counter increasing material costs and to raise economic efficiency

**Deep Dive: Strengthen Purchase Performance in Lighting**

### Purchasing Performance Improvement

- **Set of measures** to holistically change the need for material and thereby reduce material costs
  - Commercial negotiations and re-design to costs (Re-DtC) as “standard” means
  - Purchasing Projects on Business Division level, e.g. “7 Levers” for Lighting
- **Purchasing department** as well as **product group management, production, R&D department and top management** involved
- **Material cost savings** Lighting expected to double in FY 19/20, further savings in FY 20/21 targeted

### Purchasing Improvement Lighting

<table>
<thead>
<tr>
<th>Commercial negotiation incl. bonus payments</th>
<th>Standard “Purchasing Toolkit”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-DtC</td>
<td></td>
</tr>
</tbody>
</table>

### “7 LEVERS”

<table>
<thead>
<tr>
<th>Elimination of “over-specification”</th>
<th>Detection &amp; challenging of “over-specification” of production process (e.g. packaging, testing, cleanliness) and products (e.g. tolerances)</th>
<th>Better fit specifications of heatsinks and Bare PCBs</th>
</tr>
</thead>
<tbody>
<tr>
<td>HELLA Distribution</td>
<td>Systematic optimization of HELLA set part- and material management</td>
<td>Global consolidation of supply</td>
</tr>
<tr>
<td>Inbound Logistics</td>
<td>Systematic review Incoterms with supply base to optimize inbound logistic costs</td>
<td>Introduction of Area Forwarder Hubs</td>
</tr>
<tr>
<td>Localization</td>
<td>Systematic localization push and use of “B”-suppliers</td>
<td>Localization e.g. in China &amp; Mexico</td>
</tr>
<tr>
<td>LEAN Approach</td>
<td>Systematic open book on site assessment (cycle time, scrap, weights, people, etc.)</td>
<td>LEAN workshops at selected suppliers</td>
</tr>
<tr>
<td>Material Optimization</td>
<td>Systematic review of mono- and polymer material substitution opportunities</td>
<td>Substitution of glass to silicon lenses</td>
</tr>
<tr>
<td>Market-tests (RFQ)</td>
<td>Systematic market-test (RFQ) assessment for all materials above a defined annual spend</td>
<td>Re-sourcing in all material groups</td>
</tr>
</tbody>
</table>

Further strengthening of purchasing performance
HELLA fosters automation with three main workpackages to improve flexibility and profitability of production

**Early launch of Smart Automation program in lighting business**

### SMART AUTOMATION OVERVIEW

- **With increased quality of available CoBots, and other Automation means** ROI < 24 months is guaranteed
- **Currently three Workpackages (WP) defined, implemented sequentially in phases**
- **Over 400 use cases** already identified
- **WP 1** with focus on brownfield production in advanced implementation
- **WP 2 and 3** with further significant potential
- **Global program** with world-wide alignment of all plants

### WORK PACKAGE STATUS

<table>
<thead>
<tr>
<th>WORK PACKAGE</th>
<th>STATUS</th>
<th>USE CASES</th>
<th>TARGETED HEADCOUNT REDUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WP 1</strong> Collaborative Robots (CoBots)</td>
<td>Advanced Implementation</td>
<td>~170</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>WP 2</strong> CoBots and Preproduction</td>
<td>Start of implementation</td>
<td>~250</td>
<td>Final decisions along the identified use cases</td>
</tr>
<tr>
<td><strong>WP 3</strong> Modular Assembly-Lines</td>
<td>Concept phase</td>
<td>today</td>
<td></td>
</tr>
</tbody>
</table>

- **WorkPackage 1** is focusing on final assembly
- **WorkPackage 2** is focusing on assembly and preproduction
- **WorkPackage 3** is focusing on full line concept including partially automated logistics
HELLA defined WP 1 with positive EBIT impact of approx. 6 mill. EUR in FY 19/20 – EBIT effect to triple incl. spill-over effects

WP 1 expected to support profitability in FY 19/20 by ~0.1ppt

### SMART AUTOMATION WORK PACKAGE 1

- **CoBots CAPEX** of approximately 22 mill. EUR in FY 19/20
- **Payback time** of around 2 years
- **Maintenance cost** and incremental manufacturing engineering costs for CoBots occur
- Headcount savings and thereby savings of direct labor costs realizable with less operators
- **Less non-quality expense** due to automated testing process give additional cost savings potential

### ESTIMATION OF P&L EFFECTS

**APPROXIMATION; in mill. EUR**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FY 19/20</th>
<th>FY 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>1.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Maintenance &amp; Incremental²</td>
<td>3.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Effective Savings</td>
<td>10.0</td>
<td>18.0</td>
</tr>
<tr>
<td>EBIT Impact</td>
<td>6.0</td>
<td>10.0³</td>
</tr>
</tbody>
</table>

### REGIONAL SHARE HC REDUCTION FOR FY 19/20

- **Germany**: 26%
- **China**: 13%
- **Europe**: 6%
- **Mexico**: 13%

### COMPARISON OF COSTS & SAVINGS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FY 19/20</th>
<th>FY 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Costs</td>
<td>4.0</td>
<td>8.0</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Maintenance &amp; Incremental²</td>
<td>3.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Effective Savings</td>
<td>10.0</td>
<td>18.0</td>
</tr>
<tr>
<td>EBIT Impact</td>
<td>6.0</td>
<td>10.0³</td>
</tr>
</tbody>
</table>

### ESTIMATION OF P&L EFFECTS

- **WP 1 headcount reduction** via mostly temporary workers and natural fluctuation
- **More than 90 use cases** of WP1 already implemented
- Per January 2020 over 350 headcount reduced, 800 in process in FY 19/20

---

1) From mid point of FY 19/20 guidance
2) Manufacturing engineering for CoBots mainly in FY 19/20
3) excluding spill over effects from FY 19/20
Generation of Free Cash Flow crucial with tailored measures for Working Capital – program on track despite headwinds

3ppt reduction to be achieved until end of FY 19/20

<table>
<thead>
<tr>
<th>ACHIEVEMENTS SINCE INCEPTION UNTIL FY19/20e</th>
<th>PERSPECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DSO Improvement of around 5 days</strong></td>
<td>- Market environment will put a challenge on further improving DSO while at the same time pushing growth</td>
</tr>
<tr>
<td>Receivables: 60.2 60.9 55.6 55.5</td>
<td></td>
</tr>
<tr>
<td>16/17 17/18 18/19 19/20e</td>
<td></td>
</tr>
<tr>
<td><strong>DIO increase mainly after IFRS changes</strong></td>
<td>- Regional activities to reduce operative inventory levels</td>
</tr>
<tr>
<td>Inventory: 33.9 36.7 42.3 39.1</td>
<td></td>
</tr>
<tr>
<td>16/17 17/18 18/19 19/20e</td>
<td></td>
</tr>
<tr>
<td><strong>DPO Improvement of around 10 days</strong></td>
<td>- Roll out of production planning project</td>
</tr>
<tr>
<td>Payables: 37.6 41.2 46.0 48.3</td>
<td></td>
</tr>
<tr>
<td>16/17 17/18 18/19 19/20e</td>
<td></td>
</tr>
<tr>
<td><strong>WC/Sales improvement of approx. 3ppt</strong></td>
<td>- Further potentials for &quot;re-negotiation&quot; to be identified</td>
</tr>
<tr>
<td>WC/Sales: 15.5 15.4 14.2 12.7</td>
<td></td>
</tr>
<tr>
<td>16/17 17/18 18/19 19/20e</td>
<td></td>
</tr>
</tbody>
</table>

1) Normalized for seasonal effects, project stock and bank built 2) excluding IFRS 15, flat development since FY 16/17
With strict savings & tailored investments, HELLA will be successful in the “new normal” market environment

Financial outlook

➢ In the “New Normal” market environment HELLA is able to generate sales growth between 5-10%
➢ Profitability ratios of 8% and beyond are possible given successful savings and organic growth in the targeted range

CAPTURE PROFITABLE GROWTH OPPORTUNITIES

- HELLA R&D and CAPEX allocation strengthens anchor business and allocates investments to growth and development areas

- HELLA generates organic sales growth beyond LVP with volume and value growth based on strong market & technology position

- HELLA Balance Sheet ensures strong backbone to finance organic and inorganic growth

STRICT COST & EFFICIENCY MANAGEMENT

- HELLA fosters a stringent cost control programs to safeguard profitability and free up means for future investments

- HELLA focus on automation and standardization to increase profitability and flexibility

- HELLA continuously focus on improving Free Cash Flow generation
## Capital Markets Day 2020
### Exceed Possibilities – Berlin, February 18, 2020

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30</td>
<td>Registration &amp; Welcome</td>
<td>all</td>
</tr>
<tr>
<td>11:00</td>
<td>HELLA Group: <strong>Strategic Outlook</strong></td>
<td>Dr. Rolf Breidenbach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CEO</td>
</tr>
<tr>
<td>11:30</td>
<td>HELLA Group: <strong>Financial Outlook</strong></td>
<td>Bernard Schäferbarthold</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFO</td>
</tr>
<tr>
<td>12:00</td>
<td><strong>Q&amp;A-Session</strong></td>
<td>Dr. Rolf Breidenbach / Bernard Schäferbarthold</td>
</tr>
<tr>
<td>12:30</td>
<td>Lunch</td>
<td>all</td>
</tr>
<tr>
<td>13:15</td>
<td><strong>Lighting:</strong> Pioneering technologies and customer solutions</td>
<td>Marcel Bartling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Member of the Executive Board Business Division Lighting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Centers Rear Combination Lamps, Interior &amp; Car Body Lighting</td>
</tr>
<tr>
<td>13:35</td>
<td><strong>Electronics:</strong> Key technologies for future mobility</td>
<td>Michael Jaeger</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Member of the Executive Board Business Division Electronics</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Center Components</td>
</tr>
<tr>
<td>13:55</td>
<td><strong>Q&amp;A-Session</strong></td>
<td>Marcel Bartling / Michael Jaeger</td>
</tr>
<tr>
<td>14:15</td>
<td>Coffee Break</td>
<td>all</td>
</tr>
<tr>
<td>14:30</td>
<td><strong>Market Places</strong></td>
<td>all</td>
</tr>
<tr>
<td>15 min</td>
<td><strong>Market Place 1: Sensing I: Smart Car Access</strong></td>
<td>Fiona Li / Roman Curkin</td>
</tr>
<tr>
<td>15 min</td>
<td><strong>Market Place 2: Sensing II: SHAKE &amp; PM2.5</strong></td>
<td>Marco Döbrich</td>
</tr>
<tr>
<td>15 min</td>
<td><strong>Market Place 3: HD Light Design</strong></td>
<td>Dr. Carsten Wilks / David Duhme</td>
</tr>
<tr>
<td>15 min</td>
<td><strong>Market Place 4: Front of the car</strong></td>
<td>Alexander Kujumdshiev</td>
</tr>
<tr>
<td>15 min</td>
<td><strong>Market Place 5: The Drivery</strong></td>
<td>Timon Rupp</td>
</tr>
<tr>
<td>16:00</td>
<td>End of Capital Markets Day 2020</td>
<td>all</td>
</tr>
<tr>
<td>16:15-17:00</td>
<td><strong>Tour through THE DRIVERY</strong></td>
<td>Timon Rupp</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managing Director, The Drivery GmbH</td>
</tr>
</tbody>
</table>
**Capital Markets Day 2020**
**Exceed Possibilities – Berlin, February 18, 2020**

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30</td>
<td>Registration &amp; Welcome</td>
<td>all</td>
</tr>
</tbody>
</table>
| 11:00      | HELLA Group: **Strategic Outlook**                                     | Dr. Rolf Breidenbach  
CEO                                                                 |
| 11:30      | HELLA Group: **Financial Outlook**                                     | Bernard Schäferbarthold  
CFO                                                                  |
| 12:00      | **Q&A-Session**                                                        | Dr. Rolf Breidenbach / Bernard Schäferbarthold                      |
| 12:30      | **Lunch**                                                              | all                                                                  |
| 13:15      | **Lighting: Pioneering technologies and customer solutions**          | Marcel Bartling  
Member of the Executive Board Business Division Lighting  
Product Centers Rear Combination Lamps, Interior & Car Body Lighting |
| 13:35      | **Electronics: Key technologies for future mobility**                 | Michael Jaeger  
Member of the Executive Board Business Division Electronics  
Product Center Components                                              |
| 13:55      | **Q&A-Session**                                                        | Marcel Bartling / Michael Jaeger                                    |
| 14:15      | **Coffee Break**                                                       | all                                                                  |
| 14:30      | **Market Places**                                                      | all                                                                  |
| 15 min     | **Market Place 1: Sensing I: Smart Car Access**                       | Fiona Li / Roman Curkin                                             |
| 15 min     | **Market Place 2: Sensing II: SHAKE & PM2.5**                         | Marco Döbrich                                                       |
| 15 min     | **Market Place 3: HD Light Design**                                    | Dr. Carsten Wilks / David Duhme                                   |
| 15 min     | **Market Place 4: Front of the car**                                   | Alexander Kujumdshiev                                               |
| 15 min     | **Market Place 5: The Drivery**                                        | Timon Rupp                                                         |
| 16:00      | End of Capital Markets Day 2020                                        |                                                                      |
| 16:15-17:00| **Tour through THE DRIVERY**                                           | Timon Rupp  
Managing Director, The Drivery GmbH                                  |
The lighting business of HELLA is well positioned and tailored towards major automotive market trends

HELLA Lighting – Overview

### HELLA LIGHTING

**KEY FACTS**

- **SALES**
  - FY 2018/2019: €3,230 mill
- **SALES CAGR**
  - since FY 2013/2014: 8.2%
- **# EMPLOYEES**: 19,350
- **# PLANTS***: 17
- **# R&D CENTER***: 14

* Without JVs

### PORTFOLIO – MAJOR PRODUCTS FOR MARKET TRENDS

#### EFFICIENCY & ELECTRIFICATION
- **BILED / BI MATRIX**
- **1 ROW MATRIX**
- **2, 3 ROW MATRIX**
- **SSL 100 / SSL | HD**

#### AUTONOMOUS DRIVING
- **Autonomous Driving Mode**
- **Radomes**

#### CONNECTIVITY & DIGITALIZATION
- **SSL | HD**
- **Animation / Dynamization**
- **Optical Sensor Support**

#### INDIVIDUALIZATION
- **Ambient lighting**
- **Tunnel light system**
- **Edgelight**
HELLA’s leading position in the automotive lighting market is based on four major success factors

Key success factors

- **Efficiency & Electrification**
- **Autonomous Driving**
- **Connectivity & Digitalization**
- **Individualization**

**Comprehensive and Modular Portfolio**

**Technology Leadership and Customer Experience**

**Strong Partnerships**

**Industrialization Know-How and Operational Excellence**
By launching a “world headlamp” HELLA is able to reduce complexities and realize portfolio efficiencies

Modular Portfolio – World Headlamp: SSL 100

MOTIVATION
Develop a global headlamp solution with new strategic portfolio opportunities

Market situation

Standard module headlamp for global vehicle with multiple optical systems, modules and individual module development

Innovation

World wide module headlamp for global vehicle with single optical system, one module and single module development

SOLUTION
World Headlamp: SSL 100

UNIQUE SELLING PROPOSITION

▪ Modular and standardized headlamp module allowing for highest possible integration across various vehicle models
▪ Can be offered to customers in a scalable manner on individual customer requirements
▪ Standardization opportunities to improve product and project maturity
▪ Takes up significantly less space in vehicle architecture compared to Matrix LEDs
▪ Reduces product complexity and costs on for HELLA and end-customers

STATUS & NEXT STEPS

▪ Miniaturized matrix module with advanced, large-scale integrated optical systems
▪ 102 switchable CSP LEDs in 4 rows as building blocks for a flexible beam solution allowing for highest performance
▪ “Free-Form” pixel geometry to ensure high degree of
▪ Start of Production in June 2020
By promoting advanced lighting solutions HELLA offers unique customer experience and strengthens its technology leadership

Technology Leadership – Digital Light: SSL | HD

**MOTIVATION**

Offer an exceptional customer experience with distinct key technologies and unique functionalities

- **First to market launch** to create **unique customer experience** and **significant value-add**
- **Strengthen technology leadership** and HELLA’s perception as **technology player**
- **Address the digitalization trend** of light functions with **digital lighting innovations**
- **Enable new business model opportunities** with **possible pay per use software functions**

**SOLUTION**

Digital Light: SSL | HD

**UNIQUE SELLING PROPOSITION**

- Integrated, „intelligent“, pixelated LED as SSL | HD light sources with **over 30,000 individually controllable** pixels leading to **increased precision**
- Full-field-of-view high definition adaptive driving beam headlamp lighting with **ultra-compact light source** and **flexible module design**
- Unique and attractive functionalities for individual customer use cases
  - **optical lane assistant** to support safe and stable vehicle guidance
  - **projection of protection areas** for e.g. cyclists or pedestrians
  - **coming and leaving-home animations**

**STATUS & NEXT STEPS**

- **First series order acquired; SOP mid 2022**
- **Further roll-out by utilizing „first-to-market“ advantages**
- **Possible roll-out of best cost module** for volume segment
Based on the open cooperation with Plastic Omnium, HELLA works on comprehensive front-of-the-car solutions

**Strong Partnerships – Plastic Omnium**

Current scope:
- MoU signed on Jan. 18
- Non-exclusive strategic cooperation to jointly develop and globally promote innovative integrated solutions that combine exterior plastic parts and lighting
- Target: create and market joint innovations and execute these in project-specific collaborations

Possible extension of collaboration scope:
"Car body lighting around the car including large panels with radome/lidar transparency" (including front/rear/doors but excluding today’s HELLA radome business for rather small emblems)

For Lidar
AD system
Together with Faurecia, HELLA offers advanced and innovative solutions for the vehicle interior

Strong Partnerships – Faurecia

MARKET SITUATION

- Increasing importance of advanced ambient lighting and integrated surfaces over the next years
- Potential shift in awarding process for complete Interiors as Package towards one “single point supplier”

APPROACH

- Joint target to disrupt automotive interior market through advanced surface/smart lighting solutions
- Complementing product offerings of HELLA and Faurecia with existing customer and market access
- Streamlined logistics, and processes to realize value chain opportunities and cost savings
- Use-case driven approach
- Balanced non-exclusive relationship
By rolling-out a smart automation approach, HELLA further strengthens its quality and competitiveness in lighting.

**Industrialization and operational excellence – Smart Automation**

- Identification of **global use cases** that show optimization potential in the production process and roll-out in **three work packages (WP)**
  - WP1 – Collaborative Robots (Focus: BROWNFIELD)
  - WP2 – Collaborative Robots and Preproduction (Focus: BROWNFIELD/GREENFIELD)
  - WP3 – Modular automated Assembly-Line/ Standardization (Focus: GREENFIELD (less BROWNFIELD, Main Focus Preproduction))

- Implementation of **tailored robotic solutions** up to a **modular automated assembly-line**

- Strict measurement of potential impact of direct labor cost and non-quality expense savings

- Stringent **Design for Manufacturing approach** to consider future technology production

**Exemplary WP1 implemented use cases**

CoBot implementation at lighting development and production plant in Ljubljana, Slovenia.

CoBot used in headlamp manufacturing process in Mohelnice, Czech Republic.

**Possible WP1 use cases**

**Current state:**
Manual assembly and testing process with manual transfer between working station, requiring several operators in several shifts.

**Planned state:**
Implemented automatic assembly, testing and transfer solution with no operators and significantly increased production speed.
HELLA’s lighting business is well positioned to capture further growth opportunities

HELLA Lighting – Key Takeaways

1. HELLA focuses on an exceptional customer experience and promotes unique selling propositions with distinct and innovative product solutions

2. HELLA expands its reach by balancing out the lighting product portfolio with a modularization and standardization approach

3. HELLA strengthens its competitiveness by further increasing operational excellence through increased smart automation

4. HELLA offers complex system solutions together with its partners as a “one system supplier” solution
<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30</td>
<td>Registration &amp; Welcome</td>
<td>all</td>
</tr>
<tr>
<td>11:00</td>
<td><strong>HELLA Group: Strategic Outlook</strong></td>
<td>Dr. Rolf Breidenbach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CEO</td>
</tr>
<tr>
<td>11:30</td>
<td><strong>HELLA Group: Financial Outlook</strong></td>
<td>Bernard Schäferbarthold</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFO</td>
</tr>
<tr>
<td>12:00</td>
<td><strong>Q&amp;A-Session</strong></td>
<td>Dr. Rolf Breidenbach / Bernard Schäferbarthold</td>
</tr>
<tr>
<td>12:30</td>
<td>Lunch</td>
<td>all</td>
</tr>
<tr>
<td>13:15</td>
<td><strong>Lighting:</strong> Pioneering technologies and customer solutions</td>
<td>Marcel Bartling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Member of the Executive Board Business Division Lighting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Centers Rear Combination Lamps, Interior &amp; Car Body Lighting</td>
</tr>
<tr>
<td>13:35</td>
<td><strong>Electronics:</strong> Key technologies for future mobility</td>
<td>Michael Jaeger</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Member of the Executive Board Business Division Electronics</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Center Components</td>
</tr>
<tr>
<td>13:55</td>
<td><strong>Q&amp;A-Session</strong></td>
<td>Marcel Bartling / Michael Jaeger</td>
</tr>
<tr>
<td>14:15</td>
<td>Coffee Break</td>
<td>all</td>
</tr>
<tr>
<td>14:30</td>
<td><strong>Market Places</strong></td>
<td>all</td>
</tr>
<tr>
<td></td>
<td><strong>Market Place 1: Sensing I: Smart Car Access</strong></td>
<td>Fiona Li / Roman Curkin</td>
</tr>
<tr>
<td></td>
<td><strong>Market Place 2: Sensing II: SHAKE &amp; PM2.5</strong></td>
<td>Marco Döbrich</td>
</tr>
<tr>
<td></td>
<td><strong>Market Place 3: HD Light Design</strong></td>
<td>Dr. Carsten Wilks / David Duhme</td>
</tr>
<tr>
<td></td>
<td><strong>Market Place 4: Front of the car</strong></td>
<td>Alexander Kujumdshiev</td>
</tr>
<tr>
<td></td>
<td><strong>Market Place 5: The Drivery</strong></td>
<td>Timon Rupp</td>
</tr>
<tr>
<td>16:00</td>
<td>End of Capital Markets Day 2020</td>
<td></td>
</tr>
<tr>
<td>16:15-17:00 optional</td>
<td><strong>Tour through THE DRIVERY</strong></td>
<td>Timon Rupp</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managing Director, The Drivery GmbH</td>
</tr>
</tbody>
</table>
HELLA’s electronics provides large opportunities thanks to a broad portfolio for major market trends and basic requirements

HELLA Electronics – Overview

**HELLA ELECTRONIS**

**PORTFOLIO – MAJOR PRODUCTS FOR MARKET TRENDS**

---

**KEY FACTS**

- **SALES**
  - FY 2018/2019: €2,504 mill
- **SALES CAGR**
  - since FY 2013/2014: 7.5%
- **# EMPLOYEES**: 11,676
- **# PLANTS***: 13
- **# R&D CENTER***: 17

---

**EFFICIENCY & ELECTRIFICATION**

- Battery Sensor
- Voltage Converter
- Charge Actuators
- Motor Position Sensor
- Thermal Management

**AUTONOMOUS DRIVING**

- 24 GHz Radar
- 77 GHz Radar
- Camera Software
- SHAKE
- Steering Electronics

**CONNECTIVITY & DIGITALIZATION**

- Radio Transmission Keys
- PM2.5
- Passive Access Systems

---

**BASIC MOBILITY**

- Accelerator Pedal Sensor
- Position Sensors
- Temperature Sensor
- Headlamp Cleaning Systems

---

* Without JVs
HELLA’s strong market position in electronics is based on four central success factors

Key success factors

- **Superior Base Technology**
  - With vast variety of application

- **Modular Design**
  - For flexible customer specific solutions

- **Sub-systems based on components expertise**
  - For fast / first to market solutions

- **Advanced Software Solutions**
  - To enable further functions and digital add-on services

- **Basic Mobility**
CIPOS as strong base technology for basic mobility as well as electrification and autonomous driving

Basic mobility: Multi-use Motor Position Sensor

**BASIS**
Innovative Contactless Inductive Position Sensor (CIPOS)

- Contactless position detection by using electromagnetic alternating fields
- Temperature-independent, mechanical and EMC robustness
- Over 800 million sensors in field

**FURTHER DEVELOPMENT**
Multi-use Motor Position Sensor (MPS)

- eDrive
- eAxle
- Hub Drive
- Steering System
- BLDC Drives
- Electromechanical roll control
- EHB Systems

**STATUS & NEXT STEPS**
- First applications of MPS with major Tier 1 in field
- Volume roll-out end of 2020
- In the next step development of a standard MPS platform for wide variety of applications in high volume markets
HELLA’s SHAKE sensor enables various new customer-specific functionalities and add-on cloud services

Autonomous Driving: Further use cases for SHAKE Sensor

**BASIS**

**Innovative Structural Health and Knock Emission (SHAKE) Sensor**

Recognizes vibrations on its contact surface via piezoelectric elements

- Type of wave
- Frequency
- Energy
- Duration (transient waves)
- Stationarity (forced excitation)

Enables various **customer-specific functionalities**, e.g.

- **First SOP** implemented in Porsche 911 for wetness detection
- **Second SOP** input for highway pilot for premium customer in 2020

---

**FURTHER DEVELOPMENT**

**Further use cases and add-on cloud services**

- Multi-use sensor with modular approach enables various use cases
- Enables functionalities for safety, comfort and autonomous driving

**STATUS & NEXT STEPS**

- **Volume roll-out road condition sensing** as of 2021
- Development of enhanced road condition functionalities
- Roll out of further use cases
HELLA is launching an innovative 77 GHz radar platform based on its leading position in 24 GHz radar sensing

Autonomous Driving: 77 GHz Radar Platform

**BASIS**
Leading position in 24 GHz radar sensing

- Pioneer in the field of 24 GHz automotive radars for rear applications; over 30 million sensors manufactured since 2006
- Implementation of driver assistance systems (e.g. blind spot detection, Lane change assistant, rear cross traffic alert) in all automotive segments
- World-wide homologation as perfect fit for global platforms

**FURTHER DEVELOPMENT**
77 GHz Radar Platform

- Scalable platform for the flexible implementation of NCAP and AD functionalities
- High performance and range
- Compact design and convenient vehicle integration for 360° environment perception

**OUTLOOK:** Development partnership with Oculii to enhance performance

**STATUS & NEXT STEPS**

- Preparation and implementation of the upcoming production ramp-ups for truck and passenger business, SOP April 2020
- Enhance performance of 77 GHz radar and substitute central radar for NCAP applications with Oculii (market introduction planned for 2023)
HELLA develops innovative sub-system solutions for the fast growing mild hybrid market

Electrification: Dual Voltage Battery Management System

BASIS
Strong position in components business for power and battery electronics

Voltage Converters enable bi-directional energy transfer at high and intermediate power levels with efficiency rate > 97%

High Voltage Battery Management Systems ensure the safe and reliable functioning of lithium-ion batteries

Partnership network e.g. for battery and battery cell production

FURTHER DEVELOPMENT
Dual Voltage Battery Management System

- Enables savings of 5 to 6 grams CO2/km
- Allows efficient conversion of vehicles with internal combustion engines to a mild hybrid
- Combines 12 V and 48 V battery, as well as voltage converter within a single product
- Requires only the existing package space of a conventional lead-acid battery

STATUS & NEXT STEPS
- Successful simulation and testing verification for CO2 saving potentials
- Further specification in the context of customer-specific development projects, e.g. focusing on
  - design of the air-based cooling concept with new prototype
  - redundant design for requirements of automated driving
- Market introduction expected for 2024
HELLA develops safe and comfortable vehicle access systems based on Ultra Wide Band

Digitalization: Smart Car Access

BASIS
High expertise regarding radio keys and passive access systems
- More than 20 million radio keys and 5 million systems produced annually
- One of the global market leaders in the field of car access based on
  - system integration competence
  - high safety level and protection against misuse and unauthorized vehicle access
- Access solution based on LF/UHF and NFC

FURTHER DEVELOPMENT
Smart Car Access

COMFORT:
complete hands-free activation via Smartphone; key sharing and personalized features

SECURITY:
precise UWB localization to complete protection against relay attacks (Thatcham compliant)

SAFETY:
monitors safety-relevant functions, e.g. autonomous parking; no unintended use

STATUS & NEXT STEPS
- Presentation at IAA 2019 and at CES 2020 together with an Asian electronics company
- Currently in development with European lead customer
- Market launch expected in 2022
The electronics business is well on track and profiting already today from major automotive market trends

HELLA Electronics – Key Takeaways

1. The electronics business is continuing to be a major growth driver for HELLA

2. The business benefits from a strong technological base that addresses both core requirements and central market trends

3. To fully capture growth chances, the electronics business is subject to constant development towards focused subsystems and digitalized possibilities
# Capital Markets Day 2020

## Exceed Possibilities – Berlin, February 18, 2020

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
<th>WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30</td>
<td>Registration &amp; Welcome</td>
<td>all</td>
</tr>
</tbody>
</table>
| 11:00  | HELLA Group: **Strategic Outlook**                         | Dr. Rolf Breidenbach  
CEO                                                                 |
| 11:30  | HELLA Group: **Financial Outlook**                         | Bernard Schäferbarthold  
CFO                                                                 |
| 12:00  | **Q&A-Session**                                            | Dr. Rolf Breidenbach / Bernard Schäferbarthold                      |
| 12:30  | Lunch                                                      | all                                                                  |
| 13:15  | Lighting: **Pioneering technologies and customer solutions** | Marcel Bartling  
Member of the Executive Board Business Division Lighting  
Product Centers Rear Combination Lamps, Interior & Car Body Lighting |
| 13:35  | Electronics: **Key technologies for future mobility**      | Michael Jaeger  
Member of the Executive Board Business Division Electronics  
Product Center Components                                      |
| 13:55  | **Q&A-Session**                                            | Marcel Bartling / Michael Jaeger                                     |
| 14:15  | Coffee Break                                               | all                                                                  |
| 14:30  | **Market Places**                                          | all                                                                  |
| 15 min | **Market Place 1: Sensing I: Smart Car Access**           | Fiona Li / Roman Curkin                                              |
| 15 min | **Market Place 2: Sensing II: SHAKE & PM2.5**              | Marco Döbrich                                                       |
| 15 min | **Market Place 3: HD Light Design**                        | Dr. Carsten Wilks / David Duhme                                    |
| 15 min | **Market Place 4: Front of the car**                       | Alexander Kujumdshiev                                               |
| 15 min | **Market Place 5: The Drivery**                            | Timon Rupp                                                         |
| 16:00  | End of Capital Markets Day 2020                            |                                                                     |
| 16:15  | **Tour through THE DRIVERY**                               | Timon Rupp  
Managing Director, The Drivery GmbH                               |

---

50
Dr. Markus Richter
Head of Corporate Communications & Investor Relations

Dr. Kerstin Dodel, CFA
Head of Investor Relations

Office phone +49 2941 38 - 1349
Facsimile +49 2941 38 - 471349
Mobile phone +49 174 3343454
E-Mail kerstin.dodel@hella.com
Internet www.hella.com