FORVIA HELLA has been a close and reliable partner to the automotive industry for 125 years

Overview

Founded in 1899
Lippstadt (Germany)

€ 8.1 billion sales
in fiscal year 2023 (adjusted)

~37,500 employees
as of: 31 December 2023

3 Business Groups
Lighting, Electronics and Lifecycle Solutions

~10% R&D ratio
per year on average

~125 locations
in around 35 countries
FORVIA HELLA stands for high-performance lighting technology, automotive electronics and Lifecycle Solutions

Business portfolio

**Lighting**

- **Product lines:**
  - Headlamps
  - Rear combination lamps
  - Interior lighting
  - Car body lighting

- **Sales:** € 3.9 billion (48%)
- **Headcount:** ~18,500

**Electronics**

- **Product lines:**
  - Sensors and actuators
  - Automated driving
  - Lighting and body electronics
  - Energy management

- **Sales:** € 3.4 billion (39%)
- **Headcount:** ~12,800

**Lifecycle Solutions**

- **Product lines:**
  - Independent aftermarket
  - Workshop solutions
  - Special Original Equipment

- **Sales:** € 1.1 billion (13%)
- **Headcount:** ~4,200

Sales figures for Fiscal Year 2023 (1 January to 31 December 2023); headcount as of: 31 December 2023
The history of FORVIA 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 internationalization: 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 internationalization also in Eastern Europe

1999
 Founded as "Westfälische Metall Industrie AG"

2003
First full-LED headlamp from FORVIA HELLA

2010
First voltage converter

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

2013
World's first LED matrix technology

2014
FORVIA 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 they form FORVIA, the seventh largest automotive technology supplier in the world

May 2024 - FORVIA HELLA at a glance
FORVIA HELLA maintains a high degree of customer proximity and seizes growth opportunities in all regions

International presence

Sales by region (Fiscal Year 2023)

Employees by region (as of 31 December 2023)

Europe
58%
€ 4,588 mill.

North, Central and South America
20%
€ 1,624 mill.

Asia/Pacific/RoW
22%
€ 1,742 mill.

worldwide
37,773 employees
FORVIA HELLA is led by an experienced management team

Management Board

Bernard Schäferbarthold
Chief Executive Officer (CEO)

Yves Andres
Lighting

Stefan van Dalen
Lifecycle Solutions

Stefanie Rheker
Human Resources

Philippe Vienney
Chief Financial Officer (CFO)

Jörg Weisgerber
Electronics
The Company is managed via a multidimensional matrix structure

Corporate structure

CEO
Bernard Schäferbarthold

Business Group Lighting
Yves Andres

Business Group Electronics
Jörg Weisgerber

Business Group Lifecycle Solutions
Stefan van Dalen

Finance, Controlling, Risk Management and Internal Control System
Philippe Vienney

Executive Board:
Ondrej Benes
Stefanie Brettin
Boštjan Furlan
Christian Göke
Dr. Christof Hartmann
Didier Keskas
Dr. Michael Kleinke
Silke Krome
Svenja Laurie
Tobias Pohlschmidt

Executive Board:
Biniyi Bai
Heiko Berk
Dr. Naveen Gautam
Jens Hunecke
Sebastian Keils
Mary Anne Krasemann
Clement-Minoru Kubota
Gerold Lucas
Andreas Lütkes
Johannes Müller

Executive Board:
Adnan Cemal
Inga Haßnewert
Saskia Schumacher
Ulf Steinberg
Dr. Marcel Wiedmann
Dr. Mario Winkelhaus

Human Resources
Stefanie Rheker

Executive Board:
Ernesto Segura-Mendez
Dr. Tobias Sprute
Barnabas Szabo
Kai Tiftik
Alexander Werner

Executive Board:
Holger Pfaff
Jörg Schock
Guido Schütte
Kay Talmi
Heike Wessels
Joachim Zielehen

Executive Board:
Adnan Cemal
Inga Haßnewert
Saskia Schumacher
Ulf Steinberg
Dr. Marcel Wiedmann
Dr. Mario Winkelhaus

Sustainability, Quality, Legal and Compliance
Bernard Schäferbarthold

International FORVIA HELLA Companies

General Partner: Hella Geschäftsführungsgesellschaft mbH
Managing Directors of Hella Geschäftsführungsgesellschaft mbH: Bernard Schäferbarthold (Chair), Yves Andres, Stefan van Dalen, Stefanie Rheker, Philippe Vienney, Jörg Weisgerber
Chairman of the Supervisory Board: Andreas Renschler
Shareholder Committee: Dr. Wolfgang Ziebart (Chair), Patrick Kolter, Judith Buss, Olivier Durand, Jill Greene, Andreas Renschler, Christophe Schmitt, Jean-Pierre Sounillac
# FORVIA HELLA Sustainability Roadmap

## Environment

<table>
<thead>
<tr>
<th>Climate</th>
<th>Energy</th>
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<tbody>
<tr>
<td>2025: 100% neutral production (Scope 1 &amp; 2)</td>
<td>2025: 100% renewable electricity supply</td>
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<td>2030: -45% FORVIA CO2 footprint vs. 2019</td>
<td>Transition to renewable heat</td>
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<td>2045: NetZero company</td>
<td>2025: -20% energy intensity vs. 2019</td>
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## Social

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<tr>
<th>Health &amp; Safety</th>
<th>Governance</th>
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<tr>
<td>2025: Accident Rate &lt;2.2 Accidents per Mio. hours worked</td>
<td>2025: 95% of purchase volume of key suppliers with sustainability assessment by EcoVadis</td>
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<td>*Accidents per Mio hours worked with time lost</td>
<td>2025: 100% of targeted employees trained on Code of Conduct</td>
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## Diversity & Inclusion

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<th>Learning Company</th>
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<td>2025: 27% of females in managers &amp; professionals</td>
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<td>2030: 25 training hours per employee per year</td>
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## Supply Chain

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## Waste

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<td>2025: -9% waste intensity in our operations vs. 2019</td>
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<td>2030: &gt;7% water intensity reduction in our operations vs. 2023</td>
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# Key performance indicators at a glance

**FORVIA HELLA at a glance**

## Selected key figures

in € million

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<tr>
<th></th>
<th>Fiscal year 2023</th>
<th>Calendar year 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 January to 31 December 2023</td>
<td>1 January to 31 December 2022</td>
</tr>
<tr>
<td>Currency-adjusted sales</td>
<td>8,125</td>
<td>7,212</td>
</tr>
<tr>
<td>Reported sales</td>
<td>7,954</td>
<td>7,212</td>
</tr>
<tr>
<td>Operating income</td>
<td>486</td>
<td>295</td>
</tr>
<tr>
<td>Operating income margin</td>
<td>6.1%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Net cash flow</td>
<td>205</td>
<td>219</td>
</tr>
<tr>
<td>Net cash flow in relation to sales</td>
<td>2.6%</td>
<td>3.0%</td>
</tr>
<tr>
<td>R&amp;D expenses</td>
<td>878</td>
<td>758</td>
</tr>
<tr>
<td>R&amp;D ratio</td>
<td>11.0%</td>
<td>10.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>31 December 2023</th>
<th>31 December 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net financial debt / liquidity</td>
<td>-56</td>
<td>43</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>41.0%</td>
<td>41.9%</td>
</tr>
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</table>
FORVIA: a global market leader for sustainable automotive technologies

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

<table>
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<tr>
<th>7th</th>
<th>€27.2 bn</th>
<th>€31 bn</th>
<th>6</th>
<th>80+</th>
</tr>
</thead>
<tbody>
<tr>
<td>largest automotive technology supplier</td>
<td>sales</td>
<td>order intake</td>
<td>Business Groups</td>
<td>automotive customers</td>
</tr>
</tbody>
</table>

| 78 | 1 in 2 vehicles worldwide equipped with FORVIA products | 13,000+ patents | 1,000+ programs in 2023 |
| R&D centers | | |

| 260 | 140 | 15,000 | 150,000+ |
| Plants/industrial sites | nationalities | R&D engineers | employees |

| 40+ | |
| countries |

All figures at December 31, 2023

May 2024 - FORVIA HELLA at a glance
### A comprehensive portfolio: six international business groups with differentiating product lines

<table>
<thead>
<tr>
<th>Seating</th>
<th>Interiors</th>
<th>Clean Mobility</th>
<th>Electronics</th>
<th>Lighting</th>
<th>Lifecycle Solutions</th>
</tr>
</thead>
</table>
| › Seat structures
  › Complete seats | › Instrument Panels
  › Door Panels
  › Center Consoles
  › Sustainable Materials | › Ultra low emissions solutions for passenger and light commercial vehicles
  › Zero emission hydrogen solutions for mobility, energy storage and distribution | › Sensors & Actuators
  › Automated Driving
  › Lighting/Body Electronics
  › Energy Management
  › Cockpit Electronics
  › Cockpit Experiences | › Headlamps
  › Rear Lamps
  › Interior Lighting
  › Car Body Lighting | › Independent Aftermarket*
  › Workshop Solutions
  › Special Original Equipment |

* Including Clarion Electronics Commercial Solutions

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**FORVIA HELLA at a glance**

May 2024
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

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

TCFD  CDP  SCIENCE BASED TARGETS
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.
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