Company Presentation

HELLA KGaA Hueck & Co.

Q1 FY 2016/2017
Disclaimer

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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 Such statements and estimates are valid on the date of publication and can be superseded.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.
HELLA – Company Presentation Q1 FY 2016/17

Agenda

- HELLA at a Glance
- Investment Highlights
- Results Q1 FY 2016/17
- Outlook
Market and technology leadership as key strategic principles
HELLEA at a glance – Overview

KEY FACTS

- Founded 1899 in Lippstadt (Germany)
- Global footprint with around 34,000 employees at more than 125 locations in over 35 countries
- Integrated business portfolio in Automotive, Aftermarket, and Special Applications
- Leading market positions in automotive Lighting and Electronics
- One of the top 40 automotive suppliers in the world and one of the 100 largest German industrial companies

SALES BY BUSINESS SEGMENTS

external sales, fiscal year 2015/2016

- Automotive Lighting €2,720 million (43%)
- Automotive Electronics €2,084 million (33%)
- Aftermarket €1,197 million (19%)
- Special Applications €315 million (5%)

€6.4 billion

SALES BY REGIONS

end customers view, fiscal year 2015/2016

- Germany €987 million (16%)
- Europe Rest of Europe €2,450 million (39%)
- Asia, Pacific, RoW €1,689 million (31%)
- North & South America €1,226 million (19%)

€6.4 billion

KEY FINANCIALS

in EUR millions and % of sales

<table>
<thead>
<tr>
<th>FY 2014/15</th>
<th>FY 2015/16</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>5,835</td>
<td>6,352</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>445</td>
<td>476</td>
</tr>
<tr>
<td>Adjusted EBIT margin</td>
<td>7.6%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Adjusted Operative Cash Flow</td>
<td>120</td>
<td>134</td>
</tr>
</tbody>
</table>
Track record of steady profitable growth
HELLA at a glance – Sales and EBIT development

SALES
in EUR millions and % of sales

<table>
<thead>
<tr>
<th>FY 11/12</th>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,637</td>
<td>4,835</td>
<td>5,343</td>
<td>5,835</td>
<td>6,352</td>
</tr>
</tbody>
</table>

+8% increase

ADJUSTED EBIT*
in EUR millions and % of sales

<table>
<thead>
<tr>
<th>FY 11/12</th>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>350</td>
<td>306</td>
<td>399</td>
<td>445</td>
<td>476</td>
</tr>
</tbody>
</table>

+8% increase

- **Sustainable growth** during the last years with a clear focus on organic growth
- **Overall stable profitability**
- **Scale effects** and increased efficiency on structural costs drive margin

*adjusted for restructuring expenses and the effects of the supplier default in FY 15/16
Continued high R&D & CAPEX as basis for future growth
HELLA at a glance – R&D expenses and Net CAPEX development

R&D EXPENSES
in EUR millions and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 11/12</th>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.9</td>
<td>9.2</td>
<td>9.6</td>
<td>9.3</td>
<td>9.8</td>
<td></td>
</tr>
<tr>
<td>366</td>
<td>444</td>
<td>514</td>
<td>544</td>
<td>623</td>
<td></td>
</tr>
</tbody>
</table>

NET CAPEX
in EUR millions and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 11/12</th>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4</td>
<td>8.8</td>
<td>6.9</td>
<td>6.0</td>
<td>7.3</td>
<td></td>
</tr>
<tr>
<td>297</td>
<td>427</td>
<td>368</td>
<td>347</td>
<td>463</td>
<td></td>
</tr>
</tbody>
</table>

A Strong focus on products and technology
- Significant R&D investments in previous years set the basis for strong top line future growth
- Build-up of local know-how, high investment in new technologies (basic research), increased product complexity and new product categories (e.g. radar) drove recent expenses

B Continuous investments in customer-specific equipment and footprint increase
- Strong product portfolio geared to megatrends
- Global production and R&D network
Unique combination of competence set in advanced electronics and lighting technologies
HELLA at a glance – Selected products

### MARKET TRENDS

<table>
<thead>
<tr>
<th>ENVIRONMENT / EFFICIENCY</th>
<th>LIGHTING selected HELLA products</th>
<th>ELECTRONICS selected HELLA products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fuel System</strong> and <strong>Energy Management technologies</strong> for combustion engines, hybrids and electric vehicles</td>
<td>Matrix-LED Headlight</td>
<td>48V DC/DC Converter</td>
</tr>
<tr>
<td><strong>Efficient lighting technologies</strong> like LED</td>
<td>LED Rear lamp</td>
<td>Cooling Valve Actuator</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SAFETY</th>
<th>LIGHTING selected HELLA products</th>
<th>ELECTRONICS selected HELLA products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Light based assistance systems</strong> and optimal illumination</td>
<td>HD headlamps systems (Advanced Front-Lighting)</td>
<td>24 GHz Rear radar</td>
</tr>
<tr>
<td><strong>Sensors</strong> for detection of the driving environment</td>
<td></td>
<td>77GHz Front radar</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STYLING / COMFORT</th>
<th>LIGHTING selected HELLA products</th>
<th>ELECTRONICS selected HELLA products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Optical elements for individual styling</strong> with LED or OLED lighting technology</td>
<td>OLED Rear lamp</td>
<td>Design-driven Remote keys</td>
</tr>
<tr>
<td><strong>Enhanced personalization and interactions</strong> (vehicle to environment)</td>
<td>LED Styling Headlight</td>
<td>Body Control Modules</td>
</tr>
<tr>
<td><strong>Individualized and designed parts</strong></td>
<td>Ambient Interior Lighting</td>
<td></td>
</tr>
</tbody>
</table>
Powerful global network to ensure customer proximity as well as cost competitiveness
HELLA at a glance – Global footprint

- **33,689 employees**\(^*\) are working for HELLA at more than 125 locations in over 35 countries

### GLOBAL PRODUCTION AND DEVELOPMENT FOOTPRINT

<table>
<thead>
<tr>
<th>NUMBER OF SITES</th>
<th>NORTH / SOUTH AMERICA</th>
<th>EUROPE</th>
<th>ASIA / PACIFIC / ROW</th>
<th>Σ</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRODUCTION</td>
<td>7</td>
<td>12</td>
<td>9</td>
<td>28</td>
</tr>
<tr>
<td>DEVELOPMENT</td>
<td>6</td>
<td>20</td>
<td>15</td>
<td>41</td>
</tr>
<tr>
<td>Σ</td>
<td>13</td>
<td>32</td>
<td>24</td>
<td>69</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees*</th>
<th>4,690</th>
<th>23,034</th>
<th>5,905</th>
<th>33,689</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14%</td>
<td>68%</td>
<td>18%</td>
<td></td>
</tr>
</tbody>
</table>

\(^*\) As of balance sheet date (May 31, 2016)
Broad automotive portfolio in strong growing areas
HELLA at a glance – Business Segment Automotive

BUSINESS OVERVIEW*

<table>
<thead>
<tr>
<th>Lighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Headlamps</td>
</tr>
<tr>
<td>• Rear Combination Lamps</td>
</tr>
<tr>
<td>• Small Lamps</td>
</tr>
<tr>
<td>• Interior Lighting</td>
</tr>
<tr>
<td>• Lighting Electronics</td>
</tr>
</tbody>
</table>

- #1 market position in LED headlamps Europe
- #3-4 global and #1-2 European market position in OE passenger car lighting

<table>
<thead>
<tr>
<th>Electronics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Components</td>
</tr>
<tr>
<td>• Energy Management</td>
</tr>
<tr>
<td>• Driver Assistance Systems</td>
</tr>
<tr>
<td>• Body Electronics</td>
</tr>
<tr>
<td>• Steering</td>
</tr>
</tbody>
</table>

- #2-3 global and #1-2 European market position in defined automotive electronic segments

KEY FINANCIALS

in EUR millions and % of sales

<table>
<thead>
<tr>
<th>FY 2014/15</th>
<th>FY 2015/16</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Sales</td>
<td>4,364</td>
<td>4,804</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>354</td>
<td>390</td>
</tr>
<tr>
<td>Adjusted EBIT margin</td>
<td>8.1%</td>
<td>8.1%</td>
</tr>
<tr>
<td>External Sales Lighting</td>
<td>2,427</td>
<td>2,720</td>
</tr>
<tr>
<td>External Sales Electronics</td>
<td>1,937</td>
<td>2,084</td>
</tr>
</tbody>
</table>

AUTOMOTIVE SALES BY CUSTOMERS

excluding non-product sales, fiscal year 2015/2016

<table>
<thead>
<tr>
<th>US OEM</th>
<th>9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier X</td>
<td>15%</td>
</tr>
<tr>
<td>German OEM</td>
<td>41%</td>
</tr>
<tr>
<td>Asian OEM &amp; Others</td>
<td>29%</td>
</tr>
</tbody>
</table>

| Trucks | 4% |

| European OEM | 2% |

* All figures related to the selected markets and product categories based on HELLA’s portfolio, as covered in an external market study commissioned by HELLA (2014)

AUTOMOTIVE SALES BY REGIONS

external sales, fiscal year 2015/2016

<table>
<thead>
<tr>
<th>North &amp;South America</th>
<th>23%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>13%</td>
</tr>
<tr>
<td>Asia, Pacific, RoW</td>
<td>33%</td>
</tr>
<tr>
<td>Rest of Europe</td>
<td>33%</td>
</tr>
</tbody>
</table>

HELLA Company Presentation | Q1 FY 2016/17
Competitive advantage through complete aftermarket solutions
HELLA at a glance – Business Segment Aftermarket

BUSINESS OVERVIEW

1. Independent Aftermarket (IAM)
   - Sale of own and third-party spare parts to IAM wholesalers
   - Global presence with sales into >100 countries
   - Strong position of sales network and brand presence in European market (# 1-3)

2. Wholesale
   - Building holistic product portfolio from part suppliers and offering to IAM garages
   - Market leader in Denmark, and second largest wholesaler in Poland
   - Synergies through HELLA wholesale organization “Nordic Forum”

3. Workshop Equipment
   - Premium provider of workshop solutions, diagnostic tools and advanced equipment to garages
   - Offering of professional services, e.g. technical data/hotline, trainings & financial services
   - One of the two largest suppliers in German-speaking markets

KEY FINANCIALS

in EUR millions and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2014/15</th>
<th>FY 2015/16</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,131</td>
<td>1,197</td>
<td>+5.9%</td>
</tr>
<tr>
<td>EBIT</td>
<td>73.1</td>
<td>80.1</td>
<td>+9.5%</td>
</tr>
<tr>
<td>EBIT margin</td>
<td>6.5%</td>
<td>6.7%</td>
<td>+0.2% points</td>
</tr>
<tr>
<td>Sales IAM</td>
<td>502</td>
<td>519</td>
<td>+3.4%</td>
</tr>
<tr>
<td>Sales Wholesale</td>
<td>496</td>
<td>534</td>
<td>+7.7%</td>
</tr>
<tr>
<td>Sales Garage Equipment</td>
<td>61</td>
<td>72</td>
<td>+18.0%</td>
</tr>
</tbody>
</table>

STRATEGIC FOCUS

Independent Aftermarket (IAM)
   - Optimization of product portfolio and customer access

Wholesale Distribution
   - Expansion of digitalization strategy (e.g. E-commerce, B2B2C)
   - Inorganic expansion

Workshop Equipment
   - Offering of advanced high-tech garage equipment (e.g. for E-mobility, autonomous driving)
   - Systematic use of own data and diagnostic competence
Diversification of business portfolio based on existing strengths
HELLA at a glance – Business Segment Special Applications

BUSINESS OVERVIEW

- Development, production and sale of lighting and electronics products for special vehicle manufacturers
- “Fast follower” of technological innovations in automotive segment along mega-trends LED, energy efficiency and safety
- Application of know-how through own research and development resources and dedicated production footprint
- Strong market position in lighting product areas based on long-standing experience, in particular in Europe
- Focusing on a variety of attractive target groups

TARGET GROUPS

<table>
<thead>
<tr>
<th>Off-highway</th>
<th>Highway &amp; Leisure Vehicles</th>
<th>Premium &amp; Special Vehicles</th>
</tr>
</thead>
</table>

KEY FINANCIALS

in EUR millions and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2014/15</th>
<th>FY 2015/16</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>308</td>
<td>315</td>
<td>+2.0%</td>
</tr>
<tr>
<td>EBIT</td>
<td>18.9</td>
<td>5.0</td>
<td>-73.6%</td>
</tr>
<tr>
<td>EBIT margin</td>
<td>6.1%</td>
<td>1.6%</td>
<td>-4.5% points</td>
</tr>
</tbody>
</table>

NOTE: EBIT decrease in FY 2015/16 mainly due to negative one-off effects in connection with the sale of the business fields „Industries“ (Street and Industrial Lighting) and „Airport Lighting“

STRATEGIC FOCUS

Lighting
- Drive LEDification
- Customized / semi-customized headlamp solutions with innovative technology

Electronics
- Push technology upgrade growth with E/E off-the-shelf
- Enhance electronic product portfolio

Target groups
- Local portfolios for emerging markets
- Parts of business to be analyzed if competitive size is achievable
HELLA – Company Presentation Q1 FY 2016/17

Agenda

- HELLA at a Glance
- Investment Highlights
- Results Q1 FY 2016/17
- Outlook
# HELLA equity story is mainly based on four pillars

## HELLA Investment Highlights – Overview

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Description</th>
</tr>
</thead>
</table>
| **1.** Outperformance of the automotive market based on technology leadership | - Continuous investments in innovative technologies (e.g. LED, battery management, radar, camera software) to keep/achieve leading positions along automotive mega trends
- Powerful global production and development footprint to participate in worldwide growth perspectives |
| **2.** Attractive business model through strong aftermarket business | - Unique value chain positioning in the aftermarket (parts, tools, services), also offering expansion into new business models (e.g. e-commerce)
- Increased resilience of business model due to stable cash flow and profit generation by strong aftermarket share |
| **3.** Proven operational excellence supporting continuous profitability generation | - Stable gross profit margin generation based on established continuous improvement culture
- Proven ability on management of SG&A costs to ensure competitive cost structure |
| **4.** High financial stability ensuring long-term growth perspective | - Conservative financial profile as a stable fundament
- Good liquidity profile to finance long term growth strategy
- High acquisition power |
**HELLA’s automotive portfolio strongly outperformed the market**

**HELLA Investment Highlights – Market Outperformance**

### HELLA MARKET OUTPERFORMANCE

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automotive</strong></td>
<td>2,940</td>
<td>3,405</td>
<td>4,198</td>
<td>4,637</td>
<td>4,835</td>
<td>5,343</td>
<td>5,835</td>
<td>6,352</td>
</tr>
<tr>
<td><strong>Lighting</strong></td>
<td>2,049</td>
<td>2,476</td>
<td>3,029</td>
<td>3,316</td>
<td>3,436</td>
<td>3,924</td>
<td>4,364</td>
<td>4,804</td>
</tr>
<tr>
<td><strong>Electronics</strong></td>
<td>891</td>
<td>929</td>
<td>1,169</td>
<td>1,321</td>
<td>1,399</td>
<td>1,419</td>
<td>1,471</td>
<td>1,548</td>
</tr>
</tbody>
</table>

*Global Light Vehicle Production; ** CAGR Automotive segment only (external sales) including FX

### SOURCES OF GROWTH

- **Technology leader** in LED with competence set in Light Based Assistance Systems
- **Next development** steps in lighting solutions and LED penetration are strong organic growth drivers
- **HELLA solutions** play key role in automotive progress since decades
- Well positioned in automotive trends energy efficiency and automated driving
LED headlamps as driver for outperformance
HELLEA Investment Highlights – LED competence

LED to change the automotive market...

- More than 1/3 of produced light vehicles equipped with LED headlamps in 2025
- Driver:
  - Need for advanced lighting based assistance systems
  - Need for energy efficient lighting system
  - Need for designed parts and distinguishable lighting elements

...with penetration rates of LED to explode

<table>
<thead>
<tr>
<th>Value (USD bn)</th>
<th>Penetration (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3.3</td>
</tr>
<tr>
<td>2020</td>
<td>16.1</td>
</tr>
<tr>
<td>2025</td>
<td>33.4</td>
</tr>
</tbody>
</table>

Source: Strategy Analytics

HELLEA first-to-market applications & penetration into mass models

- HELLEA offers scalable solutions for premium and volume segments
Need for energy efficient solutions drives electronic portfolio
HELLA Investment Highlights – Energy management competence

**POWERTRAIN CONCEPTS**

**MARKET PERSPECTIVE**
worldwide in million vehicles

<table>
<thead>
<tr>
<th>Year</th>
<th>Combustion engine: Stop/Start</th>
<th>Full hybrid</th>
<th>Combustion engine</th>
<th>Electric vehicles</th>
<th>Mild hybrid</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>62.4</td>
<td></td>
<td>24.0</td>
<td></td>
<td>0.3</td>
</tr>
<tr>
<td>2020</td>
<td>54.1</td>
<td>5.3</td>
<td>54.1</td>
<td></td>
<td>1.9</td>
</tr>
<tr>
<td>2025</td>
<td>58.7</td>
<td>6.2</td>
<td>58.7</td>
<td></td>
<td>1.3</td>
</tr>
</tbody>
</table>

- **Internal combustion engines** with start/stop still dominant in future
- **Growing** focus on **hybrid technology**

**HELLA POSITIONING**

**Established competence for combustion engines**
- Global market leader for 12V DC/DC converters
  - > 2 million units annually
  - First to market with voltage stabilizers in 2007
  - DC/DC converter for dual battery application in 2010
  - High power DC/DC converter for start/stop applications in 2013
- Global market leader for Intelligent Battery Sensors
  - > 10 million units annually
  - 4th generation of IBS in 2009
  - 5th generation of IBS in 2016

**Technologies for future powertrain concepts**
- **New technologies for low cost hybrids**
  - > Start of production for a 3kW 48V high power DC/DC converter in spring 2017
- **Battery management systems and products** for hybrids and electric vehicles
  - High Voltage Current Sensor in 2015
  - Li-Ion BMS in 2016

Source: IHS, Strategy Analytics
Need for driver assistance technologies drives electronic portfolio
HELLA Investment Highlights – Radar competence

SMALL-RANGE / MID-RANGE RADAR

MARKET PERSPECTIVE
worldwide sales in million units

HELLA POSITIONING

<table>
<thead>
<tr>
<th>24 GHz rear radar</th>
<th>Functionalities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lane change assist</td>
</tr>
<tr>
<td></td>
<td>Exit Assistant</td>
</tr>
</tbody>
</table>

- World market leader in 24Ghz radar solutions
- > 120 carlines at 12 OEMs
- > 10 million produced sensors
- Fast chirp modulation principle for high performance
- Radar 4.0 in 2015 with significant packed size reduction

<table>
<thead>
<tr>
<th>77 GHz front radar</th>
<th>Functionalities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Front cross traffic alert</td>
</tr>
</tbody>
</table>

- 77Ghz radar solutions developed
- Cost-efficient solution for front and side applications
- Increased performance for near range detection
- Cost-efficient solution

Source: NHTSA, Strategy Analytics, Hella analysis
Need for driver assistance technologies drives electronic portfolio
HELLA Investment Highlights – Camera software competence

CAMERA TECHNOLOGY
MARKET PERSPECTIVE
worldwide sales in million units

<table>
<thead>
<tr>
<th>Year</th>
<th>Lane Detection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>46</td>
</tr>
<tr>
<td>2020</td>
<td>132</td>
</tr>
<tr>
<td>2025</td>
<td>223</td>
</tr>
</tbody>
</table>

+17% growth

Camera Software

- Lane Detection
- Traffic Sign Recognition
- Light Assist
- Vehicle & Pedestrian Detection

Functionalities

- > 10 years of experience in ADAS software
- Field proven in series projects with major OEMs

Integration Competence

- Flexible and scalable hardware/software bundles
- Freedom to choose IP components (own, 3rd party)
- ADAS testing and integration as a service

* in development

Source: NHTSA, Strategy Analytics, HELLA analysis
Resilient business model through strong Aftermarket share
HELLA Investment Highlights – Resilient business model

AUTOMOTIVE*

- **SALES** in million EUR
- **EBIT**

- Automotive clearly **growth driver**
- **Volatility** depending on cycle

AFTERMARKET**

- **SALES** in million EUR
- **EBIT**

- **Stable** cash flow and profit generation through
- **Steady** sales growth
- Innovative business models and unique value chain positioning

*Sales as reported w/o adjustments for consolidation or accounting changes,**incl. sale of Danish subsidiary Holger Christianses A/S
Innovative business model with unique Aftermarket positioning
HELLA Investment Highlights – Workshop competence

**MARKET TRENDS**

<table>
<thead>
<tr>
<th>Increasing complexity of repairs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Increasing functionality and interfaces</td>
<td></td>
</tr>
<tr>
<td>■ E-mobility and autonomous driving</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Changing customer demand</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Repair decisions done by intermediates</td>
<td></td>
</tr>
<tr>
<td>■ Less importance of car and demand for cost efficient repairs</td>
<td></td>
</tr>
<tr>
<td>■ New online business channels and interfaces</td>
<td></td>
</tr>
<tr>
<td>■ Big data and comparability of offering</td>
<td></td>
</tr>
</tbody>
</table>

**HELLA POSITIONING**

**Competence for diagnostic tools & services**

- **HELLA** Gutmann empowers independent garages to offer high tech professional repairs

- **Strong network and e-commerce offering**

  ■ **Bundle workshops** under combined market appearance to offer comprehensive network
  ■ Offer comprehensive product and service, be a **partner of the garage**
  ■ Utilize workshops as fulfillment partner for digitalization strategy:
    - Ramp-up digital platform for **B2C**
    - Develop digitalization strategy for **B2B2C** (Integrated Services Platform)
Operational excellence supports continuous profitability generation
HELLEA Investment Highlights – Operational excellence

Stability of the Adj.* Gross Profit margin…

...support continuous profitability generation

and the ability to manage SG&A costs…

- Based on scale effects, footprint optimization, cost saving measures and supply chain optimization

- Continuous improvement of global corporate center network, efficiency gains and optimized logistics

- Further investments possible without jeopardizing the EBIT margin

- Future improvement of EBIT margin targeted and expected

*adjusted for one-off charges for supplier default in FY 15/16; **adjusted for restructuring expenses and one-off charges for supplier default in FY 15/16
High financial stability ensuring long-term growth perspective
HELLA Investment Highlights – Financial stability

Solid capital structure

<table>
<thead>
<tr>
<th>Net debt/EBITDA</th>
<th>Cash &amp; assets</th>
<th>Debt and maturity profile*, EUR millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2015 0.2x</td>
<td>May 2015 1,008</td>
<td>2015 0 2016 0 2017 300 2020 500 2032 70 2033 105 2035 177</td>
</tr>
<tr>
<td>May 2016 0.3x</td>
<td>May 2016 914</td>
<td>Other Debt**</td>
</tr>
</tbody>
</table>

Strategic flexibility
HELLA has a stable and solid financial fundament which forms the basis for its future strategic plans

→ Prudent financial policy throughout the cycle
→ Financing of long-term growth strategy
→ Acquisition firepower

→ Capital-market-oriented capital structure
→ Good liquidity profile and consistent liquidity management
→ EUR 87m dividends (0.77EUR/share) paid September 2015

* As of May, 2016; Euro bond I: 1.15%, Euro bond II: 2.375%, Aflac bonds hedged values **Mostly short-term
HELLA – Company Presentation Q1 FY 2016/17

Agenda

- HELLA at a Glance
- Investment Highlights
- Results Q1 FY 2016/17
- Outlook
Positive sales growth and strong EBIT increase in Q1 FY 2016/17
Financial results Q1 FY 2016/17

- **HELLA Group sales growth** adjusted for negative (-1.2%-points) FX effect and negative (-0.2%-points) effect of Industries disposal at 5.2% YoY to 1.6 bill. EUR

- **Adjusted Gross Profit margin** at 27.6% (+0.9%-points YoY)

- **Adjusted EBIT** +17 mill. EUR (+17%YoY) to 118 mill. EUR

- **Adjusted EBIT margin** at 7.6% (+0.9%-points YoY)

- **Adjusted Operative Cash Flow decreased** by 38 mill. EUR (-58%YoY) to 27 mill. EUR due to **temporary shifts**

- **Continuously strong basis** for future growth with **cash** and short term financial assets of 825 mill. EUR

Note: Adjustments including restructuring expenses and supplier default in FY 15/16 and restructuring expenses in FY16/17
HELLA top line growth with expected development in Q1 FY 16/17
Financial results Q1 FY 2016/17

HELLA Group revenues (EUR m)

Comment

- **Currency and portfolio adjusted** growth HELLA Group at 5.2%
- HELLA reported Group sales increased by 57 mill EUR (+3.8%) to 1,553 mill. EUR:
  - Automotive + 3.2% to 1,163 mill. EUR. Moderate growth due to project ramp downs and negative FX effect
  - China continues to be an important growth driver. China entities sales growth at 18% YoY
  - Aftermarket +7.3% to 313 mill. EUR due to positive wholesale and strong workshop development
  - Special Applications -2.4% to 70 mill. EUR after disposal of Industries business
Improved productivity in Automotive results in Gross Profit increase
Financial results Q1 FY 2016/17

Adjusted Gross Profit

- Adjusted Gross Profit increased by 29 mill EUR (+7%) to 428 mill. EUR

Adjusted Gross Profit margin

- Adjusted Gross Profit margin improved by 0.9%-points to 27.6% driven by high capacity utilization in the Automotive and positive product mix in the Aftermarket segment
High R&D expenses to secure future growth
Financial results Q1 FY 2016/17

<table>
<thead>
<tr>
<th>EUR millions and % sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>R&amp;D expenses</strong></td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
</tr>
<tr>
<td><strong>R&amp;D expenses ratio</strong></td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
</tr>
</tbody>
</table>

- **Absolute R&D expenses** increased by 14 mill. EUR (+10% YoY) to 154 mill. EUR
  - Over-proportional increase in acquired projects
  - Strong investments in new product generations in lighting and electronics
  - Targeted R&D efficiency not reached

- **Q1 FY16/17 ratio** increased by **0.6pp** to **9.9%** due to over-proportional increase in absolute R&D expenses
- Ratio in line with previous quarter after step-up in Q3 FY 15/16
Quite stable development of SG&A costs
Financial results Q1 FY 2016/17

EUR millions and % sales

**Adjusted SG&A expenses**

- **Distribution** expenses +4 mill. EUR (+3.1% YoY) to 123 mill. EUR due to higher Aftermarket sales
- **Adj. other income and expenses** +2 mill. EUR to 7 mill. EUR mainly due to higher government grants and insurance reimbursements
- **Admin. expenses** +2 mill. EUR (+4.7%) to 55 mill. EUR due to investments in corporate functions

**Adjusted SG&A expenses ratio**

- **Distribution cost ratio constant** at 7.9%
- **Adj. other income and expenses ratio** +0.2%-points to 0.5%. Including charges for supplier case ratio and restructuring increased by 0.6%-points
- **Admin. costs ratio constant** at 3.5%
Adjusted EBIT above prior-year's level
Financial results Q1 FY 2016/17

**Adjusted EBIT**

- Increased by 17 mill. EUR (+17%) to 118 mill. EUR
- Negative FX development did not affect EBIT

**Adjusted EBIT margin**

- Increased by 0.9%-points to 7.6% mainly due to increase in GPM by 0.9%-points
- Increase in R&D expenses mainly compensated by higher JV income (+0.4%-points)
Quarterly Cash Flow influenced by temporary shifts
Financial results Q1 FY 2016/17

**Adjusted Operative CF**
- **Q1 FY 15/16**: 65 million EUR
- **Q1 FY 16/17**: 27 million EUR

**Net CAPEX**
- **Q1 FY 15/16**: 106 million EUR
- **Q1 FY 16/17**: 106 million EUR

**Key Points**
- **Adj. operative CF** decreased by 38 million EUR to **27 million EUR**.
- **Higher Working Capital consumption** compared to Q1 15/16, mainly due to payment of trade liabilities after build-up at year-end.
- **CAPEX** lower by 1 million EUR to **106 million EUR**.
- **Continuous investments** in customer-specific **equipment**.
- **Reimbursements** increased by 3 million EUR to **26 million EUR** depending on project launches.

**Note**: Adjusted Operative Cash flow Q1 FY 16/17 excludes cash restructuring payments (2 million EUR,) and reduction of factoring program (70 million EUR). Adj. Operative CF Q1 FY 15/16 excludes cash restructuring payments (3 million EUR).
Automotive main growth and profitability driver
Financial results Q1 FY 2016/17

**Automotive External Sales**
- Sales growth driven by LED lighting and energy management products
- Moderate growth due to project ramp-downs, negative FX effects and weaker business development of Chinese customers

**Automotive Profitability**
- Strong increase of adj. EBIT margin to 8.4%, mainly due to
  - increased adj. GPM due to high level of utilization and less complex project ramp-ups
  - Higher JV contribution, after a weak comparable basis in Q1 FY 15/16

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*External sales, Q1 FY 15/16 residual of -10.9 mill EUR allocated proportionally to Electronics and Lighting*
Non Automotive segments with positive FY 16/17 contribution
Financial results Q1 FY 2016/17

Aftermarket
- Strong wholesale business
- Positive demand for workshop products
- Higher EBIT margin due to positive product mix and increasing sales

Special Applications
- Negative top-line growth after sale of Industries business, portfolio adjusted growth at +2.6%
- Special OE with positive sales development but Agricultural sector still difficult
- Special OE with solid EBIT margin
- Follow-on costs of Industries disposal affect margin negatively
HELLA – Company Presentation Q1 FY 2016/17

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Positive growth outlook 2016 in key regions according to VDA Outlook

<table>
<thead>
<tr>
<th>Region</th>
<th>Expected Automotive Sales (in m pieces)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe incl.</td>
<td><img src="image" alt="+5%" /> 13.8</td>
<td>■ Continuing growth in 2016 expected after strong 2015, potential negative negative implications from BREXIT not included</td>
</tr>
<tr>
<td>Germany</td>
<td><img src="image" alt="−2%" /> 2016</td>
<td>■ After peak of US market in 2015, slight decline in 2016 expected</td>
</tr>
<tr>
<td>USA</td>
<td><img src="image" alt="+10%" /> 17.1</td>
<td>■ Positive expectation for 2016 revised upwards to 10%. Partly advanced demand from 2017 due to government program. Slow down 2017 expected</td>
</tr>
<tr>
<td>China</td>
<td><img src="image" alt="+10%" /> 22.1</td>
<td>■ Overall growing expectations in key markets for 2016. For 2017 overall slowdown of growth expected</td>
</tr>
</tbody>
</table>

| TOTAL                 | ![≈3%](image) ≈80 CY 2016               | ■ Overall growing expectations in key markets for 2016. For 2017 overall slowdown of growth expected |

Source: VDA (as of September 2016),

HELFA Company Presentation | Q1 FY 2016/17
Company specific development for FY 16/17 generally confirmed

Outlook

| Current outlook is fundamentally in line with the forecasts given in the Annual Report FY 2015/16 |
| Sales Growth |
| Adj. EBIT Growth |
| Adj. EBIT margin |
| Mid-term growth prospects |
| **Guidance** |
| Growth in a mid-single digit percentage range |
| Growth in a mid-single digit percentage range |
| More or less remain at the prior year’s level |
| Order intake in the last two years excepted to result in acceleration of growth dynamic beyond FY 16/17 |
Thanks for your attention

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