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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 Such statements and estimates are valid on the date of publication and can be superseded.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 2017/18

Outline

- HELLA Financial Highlights Q1 FY 2017/18
- HELLA Financial Results Q1 FY 2017/18
- Outlook

BACKUP
Positive sales growth and EBIT increase in Q1 FY 2017/18

Financial Highlights Q1 FY 2017/18

Sales

- HELLA Group currency adjusted sales grew by 5.8% YoY to 1.6 bill. EUR

Profitability

- Adj. Gross Profit margin at 27.7% (+0.2%-points YoY)
- Adj. EBIT +7 mill. EUR (+5.6% YoY) at 125 mill. EUR
- Adjusted EBIT margin +0.1pp to 7.7%

Liquidity

- Adjusted Free Cash Flow from operating activities increased by 20 mill. EUR (+64% YoY) to 50 mill. EUR mainly due to higher funds from operations

Note: Adjustments including restructuring expenses in Q1 FY 16/17 and Q1 FY 17/18. Please note that where sums and percentages in the presentation have been rounded, differences may arise as a result of commercial rounding.
HELLE top line growth with expected development in Q1 FY 17/18

Financial Highlights Q1 FY 2017/18

HELLE Group sales (EUR millions)

Comment

- **Currency adjusted** growth HELLE Group at **5.8%**

- **Reported** sales growth HELLE Group at **4.9%** *(increased by 77 mill. EUR, + to 1,629 mill. EUR)*
  - Automotive + 5.9% to 1,244 mill. EUR. Demand for energy management products, radar solutions and **advanced lighting systems** drives business. Lighting still with ongoing ramp-ups
  - **Aftermarket external sales** +2.0%, **positive** demand from Independent Aftermarket and Wholesale
  - **Special Applications** +12.3% to 100 mill. EUR, positive development in agriculture and constructions as well as over-proportional demand in Australia
Automotive outperforming LVP in all regions
Financial Highlights Q1 FY 2017/18

HELLA Automotive external sales by region (in EUR millions)

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 FY 14/15</th>
<th>Q1 FY 15/16</th>
<th>Q1 FY 16/17</th>
<th>Q1 FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>979</td>
<td>1,138</td>
<td>1,163</td>
<td>1,227</td>
</tr>
<tr>
<td>North &amp; South America</td>
<td>665</td>
<td>762</td>
<td>754</td>
<td>762</td>
</tr>
<tr>
<td>Asia &amp; RoW</td>
<td>171</td>
<td>208</td>
<td>228</td>
<td>264</td>
</tr>
</tbody>
</table>

Light vehicle production (in million units)

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 FY 14/15</th>
<th>Q1 FY 15/16</th>
<th>Q1 FY 16/17</th>
<th>Q1 FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>20.4</td>
<td>20.5</td>
<td>21.8</td>
<td>22.0</td>
</tr>
<tr>
<td>North &amp; South America</td>
<td>4.5</td>
<td>4.8</td>
<td>4.9</td>
<td>4.9</td>
</tr>
<tr>
<td>Asia &amp; RoW</td>
<td>10.5</td>
<td>10.3</td>
<td>11.3</td>
<td>11.6</td>
</tr>
</tbody>
</table>

HELLA Automotive growth vs. market (Light vehicle production growth):

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 FY 14/15</th>
<th>Q1 FY 15/16</th>
<th>Q1 FY 16/17</th>
<th>Q1 FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>+15.9%</td>
<td>-4.0%</td>
<td>4.5%</td>
<td>4.5%</td>
</tr>
<tr>
<td>North &amp; South America</td>
<td>+9.5%</td>
<td>-4.3%</td>
<td>0.6%</td>
<td>+19.1%</td>
</tr>
<tr>
<td>Asia &amp; RoW</td>
<td>+19.6%</td>
<td>-2.1%</td>
<td>7.9%</td>
<td></td>
</tr>
</tbody>
</table>

Please note that where sums and percentages in the presentation have been rounded, differences may arise as a result of commercial rounding.
Source: HELLA; IHS (as of September 2017)
HELLA Company Presentation Q1 FY 2017/18

Outline

- HELLA Financial Highlights Q1 FY 2017/18

- HELLA Financial Results Q1 FY 2017/18

- Outlook

BACKUP
GPM increase due to stronger Aftermarket and Special Applications
Financial results Q1 FY 2017/18

**Gross Profit**
EUR millions

<table>
<thead>
<tr>
<th>Period</th>
<th>Gross Profit (EUR millions)</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY 14/15</td>
<td>350</td>
<td></td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
<td>399</td>
<td>+49</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
<td>428</td>
<td>+29</td>
</tr>
<tr>
<td>Q1 FY 17/18</td>
<td>452</td>
<td>+24</td>
</tr>
</tbody>
</table>

**Highlights**
- Adj. Gross Profit increased by 24 mill. EUR (+5.6%) to 452 mill. EUR
  - **Automotive** + 4.2% to 306 mill. EUR
  - **Aftermarket** + 2.2% to 105 mill. EUR
  - **Special Applications** +33.1% to 41 mill. EUR

**Gross Profit margin**
% sales

<table>
<thead>
<tr>
<th>Period</th>
<th>Gross Profit margin</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY 14/15</td>
<td>26.6</td>
<td>+0.1</td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
<td>26.7</td>
<td>+0.9</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
<td>27.6</td>
<td>+0.2</td>
</tr>
<tr>
<td>Q1 FY 17/18</td>
<td>27.7</td>
<td></td>
</tr>
</tbody>
</table>

**Highlights**
- Adj. Gross Profit margin improved by 0.2%-points to 27.7%
  - increased margins in Aftermarket and Special Applications
  - ongoing capacity increase with initially lower utilization negatively affected GPM in Automotive
Continuous high R&D expenses to secure future growth
Financial results Q1 FY 2017/18

**R&D expenses**

<table>
<thead>
<tr>
<th>Period</th>
<th>R&amp;D Expenses (EUR millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY 14/15</td>
<td>117</td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
<td>140 (+23)</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
<td>154 (+14)</td>
</tr>
<tr>
<td>Q1 FY 17/18</td>
<td>162 (+8)</td>
</tr>
</tbody>
</table>

**R&D expenses ratio**

<table>
<thead>
<tr>
<th>Period</th>
<th>R&amp;D Expenses Ratio % sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY 14/15</td>
<td>8.9</td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
<td>9.3 (+0.5)</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
<td>9.9 (+0.6)</td>
</tr>
<tr>
<td>Q1 FY 17/18</td>
<td>10.0 (0.0)</td>
</tr>
</tbody>
</table>

**Highlights**

- **Absolute R&D** expenses increased by 8 mill. EUR (+5.5% YoY) to **162 mill. EUR**, mainly:
  - booked business
  - exploring potential of market trends
  - enhancements of product portfolio

- Q1 FY 17/18 ratio nearly constant at 10% due to high level of absolute R&D expenses
Relatively stable development of SG&A costs
Financial results Q1 FY 2017/18

Adjusted SG&A expenses

<table>
<thead>
<tr>
<th>EUR millions</th>
<th>Q1 FY 14/15</th>
<th>Q1 FY 15/16</th>
<th>Q1 FY 16/17</th>
<th>Q1 FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted SG&amp;A expenses</td>
<td>150</td>
<td>166</td>
<td>170</td>
<td>176</td>
</tr>
</tbody>
</table>

Only slight increase (+ 6 mill. EUR, + 3.3%) of SG&A costs mainly due to increase in distribution expenses:
- distribution expenses +5 mill. EUR (+4.5%) to 128 mill. EUR driven by Aftermarket business extension and higher logistic costs in Automotive in Eastern Europe

Adjusted SG&A expenses ratio

<table>
<thead>
<tr>
<th>% sales</th>
<th>Q1 FY 14/15</th>
<th>Q1 FY 15/16</th>
<th>Q1 FY 16/17</th>
<th>Q1 FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted SG&amp;A expenses ratio</td>
<td>11.4</td>
<td>11.1</td>
<td>11.0</td>
<td>10.8</td>
</tr>
</tbody>
</table>

SG&A ratio -0.2%-points to 10.8%, ratio of structural costs shows in general a stable development
- distribution cost ratio constant at 7.9%
- administrative cost ratio -0.2%-points to 3.3%
- adjusted other income and expenses -0.1%-points to 0.4%
Adjusted EBIT and EBIT margin above prior-year’s level
Financial results Q1 FY 2017/18

### Adjusted EBIT

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Adjusted EBIT (EUR millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY 14/15</td>
<td>97</td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
<td>101 (+4)</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
<td>118 (+17)</td>
</tr>
<tr>
<td>Q1 FY 17/18</td>
<td>125 (+7)</td>
</tr>
</tbody>
</table>

Highlights
- **Adjusted EBIT** increased by 7 mill. EUR (+5.6%) to **125 mill. EUR**
  - increase in Gross Profit by 24 mill. EUR (+5.6%)
  - higher R&D (+8 mill. EUR, +5.5%)
  - decline in JV income by 3 mill. EUR (-21.8%)

### Adjusted EBIT margin

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Adjusted EBIT margin (% sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY 14/15</td>
<td>7.4 (-0.6)</td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
<td>6.8 (+0.9)</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
<td>7.6 (+0.1)</td>
</tr>
<tr>
<td>Q1 FY 17/18</td>
<td>7.7</td>
</tr>
</tbody>
</table>

Highlights
- **Adj. EBIT margin increased** by **0.1%-points** to **7.7%**:
  - slight increase of GPM by 0.2%-points
  - higher R&D expenses with increase of ratio by 0.1%-points
  - decreased contribution of JVs affected profitability negatively by 0.2%-points
## P&L including reconciliation

Financial results Q1 FY 2017/18

### Quarterly comparison

<table>
<thead>
<tr>
<th>HELLA GROUP</th>
<th>Q1 FY 16/17</th>
<th>Q1 FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Profit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>reported</td>
<td>427.8</td>
<td>451.1</td>
</tr>
<tr>
<td>Restructuring</td>
<td>0.0</td>
<td>0.6</td>
</tr>
<tr>
<td>adjusted</td>
<td>427.8</td>
<td>451.7</td>
</tr>
<tr>
<td><strong>Other income and expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>reported</td>
<td>5.3</td>
<td>5.1</td>
</tr>
<tr>
<td>Restructuring</td>
<td>1.7</td>
<td>1.2</td>
</tr>
<tr>
<td>adjusted</td>
<td>7.1</td>
<td>6.2</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>reported</td>
<td>116.5</td>
<td>123.2</td>
</tr>
<tr>
<td>Restructuring</td>
<td>1.7</td>
<td>1.8</td>
</tr>
<tr>
<td>adjusted</td>
<td>118.3</td>
<td>124.9</td>
</tr>
<tr>
<td><strong>Net financial result</strong></td>
<td>-10.1</td>
<td>-11.9</td>
</tr>
<tr>
<td><strong>Taxes</strong></td>
<td>-23.0</td>
<td>-28.4</td>
</tr>
<tr>
<td><strong>Earnings for the period</strong></td>
<td>83.5</td>
<td>82.9</td>
</tr>
<tr>
<td><strong>Earnings per share (EUR)</strong></td>
<td>0.75</td>
<td>0.74</td>
</tr>
</tbody>
</table>

### Comments

- Reported EBIT Q1 slightly negatively impacted by restructuring expenses in Germany
- Net financial result decreased due to the funding of activities in growth regions at higher local interest rates
- Earnings for the period decreased slightly despite EBIT increase; higher tax payments after low comparable tax rate in Q1 PY
- EPS decreased by 1 Cent to 0.74 EUR
Adj. Free Cash Flow from operating activities increased due to higher funds from operations.

Financial results Q1 FY 2017/18

**Adj. FCF from operating activities**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Adj. FCF (EUR millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY 14/15</td>
<td>10</td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
<td>67</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
<td>31</td>
</tr>
<tr>
<td>Q1 FY 17/18</td>
<td>50</td>
</tr>
</tbody>
</table>

**Highlights**

- **Adj. Free Cash Flow from operating activities** increased by 20 mill. EUR to 50 mill. EUR, mainly:
  - increased funds from operations
  - lower Working Capital consumption

**Net CAPEX**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Net CAPEX (EUR millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 FY 14/15</td>
<td>159</td>
</tr>
<tr>
<td>Q1 FY 15/16</td>
<td>106</td>
</tr>
<tr>
<td>Q1 FY 16/17</td>
<td>107</td>
</tr>
<tr>
<td>Q1 FY 17/18</td>
<td>145</td>
</tr>
</tbody>
</table>

**Highlights**

- Net CAPEX increased by 39 mill. EUR to 145 mill. EUR
- Continuous investments in customer-specific equipment, start of capacity extension
- Reimbursements decreased by 16 mill. EUR to 11 mill. EUR depending on project launches
Automotive segment with increasing growth
Financial results Q1 FY 2017/18

Automotive Sales
- Growth of 5.9% with ongoing project ramp-ups started in H2 FY 16/17:
  - demand for energy management products and radar drives Electronics
  - demand for LED headlamps in Lighting
  - ongoing growth dynamics expected

Automotive Profitability
- Decline of adj. EBIT by 6.7% to 91 mill. EUR:
  - capacity increase with initially lower utilization level
  - increase in R&D to prepare new launches
  - lower JV contribution due to weakness in Asian joint ventures
  - negative FX effects
Non Automotive segments with positive contributions
Financial results Q1 FY 2017/18

**External sales** growth (+2.0%) due to **positive IAM and wholesale** business

Total sales declined by 1.6%, mainly due to new allocation between Aftermarket and Special Applications segments

**EBIT margin** +0.2pp due to increase in GPM (+1.3%-points) driven by mix effects

**Aftermarket**

**Special Applications**

**Strong top-line growth** (+12.3%):
- increasing demand in **Agricultural** and **Construction** sector
- other product groups e.g. **Trailer** also **growing**
- **over-proportional** growth in **Australia**

**Massive profitability increase** (>500%)
- strong top line growth
- **negative effects** from the sale of **Industries & Airport lighting** activities in Q1 FY 16/17
HELLA Company Presentation Q1 FY 2017/18

Outline

■ HELLA Financial Highlights Q1 FY 2017/18
■ HELLA Financial Results Q1 FY 2017/18
■ Outlook

BACKUP
Overall market FY 17/18 expected to grow by 1.3% according to IHS Outlook

<table>
<thead>
<tr>
<th>Region</th>
<th>Expected LVP (in m units)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>+2.6%</td>
<td>• Continuing growth in 2017/18 expected. Europe excluding Germany expected to grow by 3.9% to 16.5m units, Germany with an expected decline of 1.0% to 5.9m units</td>
</tr>
<tr>
<td>NSA</td>
<td>+0.1%</td>
<td>• After weak first half, better growth dynamic in H2 2017/18 expected</td>
</tr>
<tr>
<td>China</td>
<td>+0.0%</td>
<td>• After weak first half (-0.6%), China expected to stay flat in 2017/18, Asia/RoW expected to grow by 1.0% to 50.9m units</td>
</tr>
<tr>
<td>Global</td>
<td>+1.3%</td>
<td>• Overall market expected to grow by 1.3%</td>
</tr>
</tbody>
</table>

Source: IHS Light Vehicle Production (LVP) (as of September 2017)
Company specific development for FY 17/18 confirmed

Guidance

Presuming no serious economic turmoil, we assume a positive development of the operative HELLA business for FY 2017/18:

- **Sales growth**
  - Growth excluding FX between 5-10%

- **Adj. EBIT growth**
  - Growth between 5-10%

- **Adj. EBIT margin**
  - Margin around 8%
HELLA Company Presentation Q1 FY 2017/18

Outline

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BACKUP

- HELLA at a Glance
Market and technology leadership as key strategic principles
HELLA at a glance – Overview

KEY FACTS
- Founded 1899 in Lippstadt (Germany)
- Global footprint with around 38,000 employees at more than 125 locations in some 35 countries
  - Thereof: 41 research & 28 production sites
- 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 SEGMENT
external sales, fiscal year 2016/2017

- Automotive Electronics €2,191 million (33%)
- Automotive Lighting €2,788 million (43%)
- Aftermarket €1,185 million (18%)
- Special Applications €384 million (6%)

$\text{€6.6 billion group sales}$

KEY FINANCIALS
in EUR millions and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2016/17</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>6,352</td>
<td>6,585</td>
<td>+3.7%</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>476</td>
<td>534</td>
<td>+12.0%</td>
</tr>
<tr>
<td>Adjusted EBIT margin</td>
<td>7.5%</td>
<td>8.1%</td>
<td>+0.6%   points</td>
</tr>
<tr>
<td>Adjusted Free Cash Flow</td>
<td>155</td>
<td>149</td>
<td>-3.9%</td>
</tr>
</tbody>
</table>

SALES BY REGION
based on the HQs of HELLA’s customers, fiscal year 2016/2017

- Germany €2,243 million (34%)
- Rest of Europe €2,218 million (34%)
- Asia, Pacific, RoW €1,063 million (16%)
- North & South America €1,061 million (16%)

HELLA Company Presentation | Q1 FY 2017/18
HELLA has shown sustainable profitable growth since automotive crisis

HELLA at a glance – Sales and EBIT development

**SALES**
in EUR millions and % of sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (in EUR millions)</th>
<th>% of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11/12</td>
<td>4,637</td>
<td></td>
</tr>
<tr>
<td>FY 12/13</td>
<td>4,835</td>
<td></td>
</tr>
<tr>
<td>FY 13/14</td>
<td>5,343</td>
<td></td>
</tr>
<tr>
<td>FY 14/15</td>
<td>5,835</td>
<td></td>
</tr>
<tr>
<td>FY 15/16</td>
<td>6,352</td>
<td></td>
</tr>
<tr>
<td>FY 16/17</td>
<td>6,585</td>
<td></td>
</tr>
</tbody>
</table>

**ADJUSTED EBIT**
in EUR millions and % of sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Adjusted EBIT (in EUR millions)</th>
<th>% sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11/12</td>
<td>350</td>
<td>7.5</td>
</tr>
<tr>
<td>FY 12/13</td>
<td>306</td>
<td>6.3</td>
</tr>
<tr>
<td>FY 13/14</td>
<td>399</td>
<td>7.5</td>
</tr>
<tr>
<td>FY 14/15</td>
<td>445</td>
<td>7.6</td>
</tr>
<tr>
<td>FY 15/16</td>
<td>476</td>
<td>7.5</td>
</tr>
<tr>
<td>FY 16/17</td>
<td>534</td>
<td>8.1</td>
</tr>
</tbody>
</table>

- **Sustainable growth** during the last years mainly driven by Automotive
- **Aftermarket** and **Special Applications** also with positive growth
- **Continuous EBIT increase** despite large investments in global structures and R&D
- **Overall stable margin level** through growth driven by technology leadership and increased efficiency
High financial stability ensuring long-term growth perspective
HELLA at a glance – Financial stability

Solid capital structure

<table>
<thead>
<tr>
<th>Leverage (Net debt / EBITDA)</th>
<th>Debt and maturity profile*, in millions EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 12 0.5x</td>
<td>2020 500 Bond (2.375%)</td>
</tr>
<tr>
<td>May 13 0.7x</td>
<td>2024 300 Bond (1.0%)</td>
</tr>
<tr>
<td>May 14 0.6x</td>
<td>2032 70 Aflac*** bond I</td>
</tr>
<tr>
<td>May 15 0.2x</td>
<td>2033 105 Aflac bond II</td>
</tr>
<tr>
<td>May 16 0.3x</td>
<td>Other Debt**</td>
</tr>
<tr>
<td>May 17 0.3x</td>
<td></td>
</tr>
</tbody>
</table>

Gearing (Net debt / Equity)

| May 12 0.3x                  | 2012 2032 Other Debt**                  |
| May 13 0.3x                  | 2020 117 Bond (2.375%)                  |
| May 14 0.3x                  | 2022 105 Aflac*** bond I               |
| May 15 0.3x                  | 2024 70 Bond (1.0%)                     |
| May 16 0.1x                  | 2032 10 Bond (1.0%)                     |
| May 17 0.1x                  | 2033 15 Other Debt**                    |

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 with leverage < 1.0x
→ Financing of long-term growth strategy secured
→ Well balanced debt portfolio
→ New issuing (senior, unsecured / bearer debt) for attractive conditions
→ Mid term target: Leverage < 1.0x

→ Capital-market-oriented capital structure with investment grade rating
→ **Good liquidity profile** and consistent liquidity management
→ **EUR 102m dividends** (0.92EUR/share) paid October 2017
→ Equity ratio at 39.5% and cash & assets at 1,098 mill. EUR

* As of August, 2017: Euro Bond I: 1.15%, Euro Bond II: 2.375%, Euro Bond III: 1.00% ; Aflac bonds hedged values ** Mostly short term loans and evaluation impact
*** Abbreviation for “American Family Life Insurance Company”
Broad automotive portfolio in strong growing areas
HELLE at a glance – Business Segment Automotive

**BUSINESS OVERVIEW***

<table>
<thead>
<tr>
<th>Lighting</th>
<th>Electronics</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ #1 market position in LED headlamps Europe</td>
<td></td>
</tr>
<tr>
<td>▶ #3-4 global and #1-2 European market position in OE passenger car lighting</td>
<td></td>
</tr>
<tr>
<td>▶ #2-3 global and #1-2 European market position in defined automotive electronic segments</td>
<td></td>
</tr>
</tbody>
</table>

**KEY FINANCIALS**

in EUR millions and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2016/17</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Sales</td>
<td>4,804</td>
<td>4,980</td>
<td>+3.7%</td>
</tr>
<tr>
<td>Adjusted EBIT**</td>
<td>390</td>
<td>444</td>
<td>+13.8%</td>
</tr>
<tr>
<td>Adjusted EBIT margin**</td>
<td>8.1%</td>
<td>8.8%</td>
<td>+0.7%  points</td>
</tr>
<tr>
<td>Ext. Sales Lighting</td>
<td>2,720</td>
<td>2,788</td>
<td>2.5%</td>
</tr>
<tr>
<td>Ext. Sales Electronics</td>
<td>2,084</td>
<td>2,191</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

**AUTOMOTIVE SALES BY CUSTOMERS**

fiscal year 2016/2017

- Tier X: 29%
- US OEM: 11%
- Asian OEM: 13%
- German OEM: 43%
- Other***: 6%

**AUTOMOTIVE SALES BY REGIONS**

fiscal year 2016/2017

- North & South America: €948 million
- Germany: €1,906 million
- Asia, Pacific, RoW: €858 million
- Rest of Europe: €1,268 million

*) 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)
**) Adjustments including restructuring expenses and supplier default in FY 15/16
***-) Including European OEM (ex Germany) and trucks.
Over the last years HELLA was 1\textsuperscript{st} to market with several technologies which support strong market positions.

**Innovation Leadership – Automotive**

### SELECTED INNOVATION HIGHLIGHTS

<table>
<thead>
<tr>
<th>Advanced LED Headlamps</th>
<th>24 Ghz (NB) Radar Sensors</th>
<th>Intelligent Battery Sensors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global Market Position</strong></td>
<td><strong>Global Market Position</strong></td>
<td><strong>Global Market Position</strong></td>
</tr>
<tr>
<td>#1-2</td>
<td>#1</td>
<td>#2</td>
</tr>
<tr>
<td><strong>Milestones</strong></td>
<td><strong>Milestones</strong></td>
<td><strong>Milestones</strong></td>
</tr>
<tr>
<td>2006 Cadillac Escalade Platinum: Full-LED headlamp (1\textsuperscript{st} to segment)</td>
<td>2009 Audi Q7: Introduction of Lane Change Assistant (1\textsuperscript{st} Generation)</td>
<td>2005 BMW 5-series: Introduction of first IBS product (1\textsuperscript{st} Generation)</td>
</tr>
<tr>
<td>2010 Audi A8: Full-LED headlamp with AFS functions (1\textsuperscript{st} to market)</td>
<td>2012 Audi A8: Lane Change Assistant + Pre-Crash Rear (2\textsuperscript{nd} Generation)</td>
<td>2008 Hyundai Sonata: Rollout of IBS product in Korea (2\textsuperscript{nd} Generation)</td>
</tr>
<tr>
<td>2013 Audi A8: LED Matrix headlamp with glare-free high beam (1\textsuperscript{st} to market)</td>
<td>2014 VW Golf: Blind-Spot Detect + Rear Cross Traffic Alert (3\textsuperscript{rd} Generation)</td>
<td>2012 VW Passat: Global VW platform for IBS product (3\textsuperscript{rd} Generation)</td>
</tr>
<tr>
<td>2016 Mercedes E-Class: LED Matrix with glare-free high beam (1\textsuperscript{st} to market)</td>
<td>2017 Opel Mokka: Lane Change Assist + Blind Spot Detect (4\textsuperscript{th} Generation)</td>
<td>2015 Honda Accord: Global platform for IBS product (4\textsuperscript{th} Generation)</td>
</tr>
</tbody>
</table>
HELLA will benefit in its core business thanks to favorable positioning along major automotive market trends

Business decisions – Electronic and Lighting

**MAJOR AUTOMOTIVE MARKET TRENDS**

<table>
<thead>
<tr>
<th>AUTONOMOUS DRIVING</th>
<th>EFFICIENCY &amp; ELECTRIFICATION</th>
<th>CONNECTIVITY &amp; DIGITALIZATION</th>
<th>INDIVIDUALIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Camera Software</td>
<td>48V DC/DC-Converter</td>
<td>Particulate Matter Sensor</td>
<td>Passive Entry System</td>
</tr>
<tr>
<td>77 GHz Radar Sensor</td>
<td>Battery Management System</td>
<td>LED Technology</td>
<td>Ambient &amp; Relaxing Interior lighting</td>
</tr>
<tr>
<td>Driving Status Projections</td>
<td>High Definition headlamp</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Selected Examples**

- Electronic portfolio
  - Camera Software
  - 77 GHz Radar Sensor
  - 48V DC/DC-Converter
  - Battery Management System
  - Particulate Matter Sensor
  - Passive Entry System

- Lighting portfolio
  - High Definition headlamp
  - Ambient & Relaxing Interior lighting

**HELDA Company Presentation | Q1 FY 2017/18**
Focus on advanced vision IP and development approaches to enable roadmap towards autonomous driving

Autonomous Driving – Technology Highlights

**Level 0**
- **Driver Only**
  - Eyes on
  - Hands on

**Level 1**
- **Assisted**
  - Eyes on
  - Hands on
  - Partial Automation

**Level 2**
- **Hands temporarily off**
  - Conditional Automation

**Level 3**
- Eyes and hands temporarily off
  - High Automation

**Level 4**
- Eyes off
  - Hands off
  - Full Automation

**Level 5**
- Eyes off
  - Hands off

**Current Assistance Functions (NCAP 2018):**

**TECHNOLOGY**
- Camera Software: Vision IP

**Conventional computer vision approach**

- **Traffic Sign Detection**
- **Lane Detection**
- **Light Source Detection**
- **Pedestrian Detection**

**Based on Deep Learning**

- Semantic Freespace
- Semantic Path Planning
- Visual Localization
New business model for camera software: Flexible, scalable approach for realization of autonomous driving functionality

**Autonomous Driving – Technology Highlights**

**TECHNOLOGY**

**Camera Software: „Software as Product“**

### Current Market Model

**CLOSED SYSTEM**
- Proprietary microprocessor with fixed software package
- System-on-chip and vision IP fixed ( „blackbox“ approach)
- Limited options for integration and extension of system for customers
- No support for USP creation at customer side

### HELLA Approach

**OPEN SYSTEM** as flexible, scalable package

- Software suppliers (vision IP)
- One or more HELLA IP
- 3rd Party IP

- Semiconductor suppliers (system-on-chip)

**KEY BENEFITS**
- Open systems support various scalable hardware platforms and vision IP from different sources (own IP, 3rd-party IP)
- **Freedom of choice at customer side** which vision IP and system-in-chip to integrate → creation of USPs possible
- Flexible, scalable approach enables cost-efficient solutions for volume markets
HELLA’s 77 GHz radar sensor solution enables efficient 360° environment recognition for the entire vehicle

Autonomous Driving – Technology Highlights

TECHNOLOGY
77 GHz Radar Sensor

KEY FACTS
- Highly integrated RF-CMOS Radar System Chip
- Higher functional object detection performance
- Dimensions: 65 x 61 x 15 mm

KEY BENEFITS
- **Reduced size & weight** (significant package reduction compared to previous sensors)
- **Identifies & reacts to approaching vehicles from front-side** when entering a junction or pulling out forward from parking space
- **Identifies & warns of objects in blind spot**

MAIN FUNCTIONALITIES

- **Intersection Assistant**
- **Automated Parking**
- **Automated Driving**
Consequent roll-out of 48V DC/DC converter in order to participate in growing 48V market, especially in China

Efficiency & Electrification – Technology Highlights

TECHNOLOGY
48V DC/DC-Converter

KEY FACTS
- Conversion efficiency > 95%
- Power rating according to alternator up to 3kW
- Scalability thanks to multi-phase approach

KEY BENEFITS
- Enables new applications such as stop/start and idle cruising, whilst ensuring the supply of fuel-efficient power loads such as electrical power-steering actuators
- Innovative vehicle applications, which support fuel efficient drive concepts such as high power regenerative braking or engine-off coasting applications

MAIN FUNCTIONALITIES
- Enhanced Start-Stop
- Engine-Off-Coasting
- Boosting
- High Power Braking
- Backup Energy
- Fuel Economy

Awarded by 3 Customers
HELLA offers the full electronics solution for lithium-ion battery management system
Efficiency & Electrification – Technology Highlights

**TECHNOLOGY**
**BATTERY MANAGEMENT SYSTEM**

**KEY FACTS**

**BMS ECU**: Battery state calculation and control of safety functions

**Cell Controller**: Voltage and temperature measurements as well as cell balancing

**High Voltage Current Sensor**: Measurement of battery current

**Insulation Monitoring Device**: Measurement of insulation resistance between HV and LV

**(Integrated) Relay Box**: Charge, pre-charge and main relays packaged including control electronics

**KEY BENEFITS**

- **Modular and scalable platform** for 12V, 48V and high voltage lithium-ion batteries
- **Best-in-class insulation monitoring device** in exclusive cooperation with BENDER

**MAIN FUNCTIONALITIES**

**CALCULATE**

**BATTERY STATE**

- State of Charge
- State of Health
- Power capability
- Resistance

**PROTECT**

**BATTERY AND VEHICLE DRIVER**

- Battery overheating
- Over voltage and current
- Contactor State of Health (SoH)

**MEASURE**

- Current
- Cell voltages
- Cell temperatures
- Battery voltages

**CONTROL**

- Contactor
- Communication
- Limp home
- Pre-charge
The electrification of the drivetrain leads to a variety of vehicle architectures with different costs and CO2 savings.

Segment Electronics – Trend overview Efficiency & Electrification

### EFFICIENCY & ELECTRIFICATION

<table>
<thead>
<tr>
<th>Architecture</th>
<th>Conventional combustion engine (gasoline or diesel)</th>
<th>Combustion engine + electric motor which helps share the load</th>
<th>Electric motor charged by combustion engine or via plug-in from grid</th>
<th>Only one battery charged from grid or by fuel cell</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CO² Reduction</strong></td>
<td>-10% to -20%</td>
<td>-30%</td>
<td>-100%</td>
<td></td>
</tr>
<tr>
<td><strong>Additional Costs</strong></td>
<td>5% to 10%</td>
<td>50% to 60%</td>
<td>30% to 50%</td>
<td></td>
</tr>
<tr>
<td><strong>Voltage</strong></td>
<td>12V &amp; 48V</td>
<td>12V &amp;&gt; 120V</td>
<td>12V &amp;&gt; 120V</td>
<td></td>
</tr>
</tbody>
</table>

### MARKET PENETRATION***

<table>
<thead>
<tr>
<th>Year</th>
<th>69%</th>
<th>28%</th>
<th>0%</th>
<th>2%</th>
<th>0%</th>
<th>2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>today</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>34%</td>
<td>53%</td>
<td>5%</td>
<td>5%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>2025</td>
<td>24%</td>
<td>47%</td>
<td>18%</td>
<td>8%</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

*CO² reduction related to local emissions only

**Assumptions on technical concept for high volume car

***Source: IHS Engine Forecast, December 2016
Innovative approach to optimize air quality in the vehicle based on particulate sensor and cloud-based solutions

Connectivity & Digitalization – Technology Highlight

TECHNOLOGY
Cloud-Based Air Quality Management

KEY FACTS
- Particulate Matter Sensor (PM2.5)
- For vehicles with automatic climate control
- Measurement of air properties, in the range of 25 µg / m³ - 500 µg / m³
- Particle size distribution detection by scattered light detection // amplitude of diffractive light depends on PM concentration

KEY BENEFITS
- Detection of particulate matter < 2.5 µm (fine dust) in the inner cabin & ambient air
- Greater driving comfort due to continual optimization of the air quality in the vehicle
- High particle concentration leads e.g. to: sensor function for ventilation flap controlling (lowers in-cabin pollution level) or fine dust pollution level display as warning feature

MAIN FUNCTIONALITIES
- Pollution Notifications
- Cloud-Based Clean Routing Option
- Cloud-Based Health Recommendations
HELLA’s multi lens array improves comfort and safety by supportive road projects for different driving situations

Autonomous Driving – Technology Highlights

**TECHNOLOGY**

**Multi Lens Array**

**KEY FACTS**

- Generation of sharp, contrasting and homogeneous images
- No loss of the graphic even by partially dirty lens, 170 micro projection lenses per Multi-Lens-Array generating 1 image
- Integration of projections with car sensors

**KEY BENEFITS**

- **Enhances safety** through communication with pedestrians and other vehicles
- **Evokes emotions** by dynamic / changing lighting
- **Enables information** about autonomous driving status

**MAIN FUNCTIONALITIES**

- **First to market** Welcome Light
- **Future option** Driving Status Projections
- **Future option** Safety Projections
High definition headlamp accelerates functionalities and customer benefits
Connectivity & Digitalization – Technology Highlights

TECHNOLOGY
High definition headlamp

KEY FACTS
- High definition lighting system
- Liquid Crystal with >50,000 Pixel

KEY BENEFITS
- State of the art functions, e.g. bend light, glare-free high beam, etc. with optimized end-user impact
- New functionalities, e.g. C2P (Car To Pedestrian) and C2D (Car To Driver)
- High end resolution

NEW FUNCTIONALITIES
- Pedestrian marking
- Projection of cross-walk
- Highlight the walk way
Enhancing user experience and safety with HELLA’s dynamic ambient lighting system
Individualization – Technology Highlights

TECHNOLOGY
Dynamic Ambient Lighting System

KEY FACTS
- Competence in light & electronics
- Light as a complementary information source for driving tasks
- Infinite number of high speed light scenarios

KEY BENEFITS
- **Integration** in customer E/E architecture
- **Supports** partially and high automated driving
- **Enhances safety** in complex traffic situations through warning function
- **Improves driving comfort** by personalization of light

MAIN FUNCTIONALITIES
- Advanced Welcome Scenario
- Collision Warning
- Ambient & Relaxing

Future option

HELLEA Company Presentation | Q1 FY 2017/18
LED competence as driver for HELLA Lighting

HELLA at a glance

– Business Segment Automotive

LED to change the automotive market...

[Graph showing LED headlamp sets in million units with CAGR of +22.9%]

Half of produced light vehicles equipped with LED headlamps in 2027

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

Value (EUR bn) | 2017 | 2022 | 2027
--- | --- | --- | ---
2.9 | 9.1 | 12.1

Penetration (%) | 2017-27
--- | --- | ---
7.8 | 29.9 | 51.8

Penetration (%)

Source: Strategy Analytics Aug. 2017

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

Volume Segment

Premium Segment

- HELLA offers scalable solutions for premium and volume segments

- LED headlamp sets in million units

- CAGR

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (EUR bn)</th>
<th>Penetration (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2.9</td>
<td>7.8</td>
</tr>
<tr>
<td>2022</td>
<td>9.1</td>
<td>29.9</td>
</tr>
<tr>
<td>2027</td>
<td>12.1</td>
<td>51.8</td>
</tr>
</tbody>
</table>

- CAGR 2017-27: 15.2%

- Value (EUR bn) in million units

- Penetration (%) in premium and volume segments

- HELLA Company Presentation | Q1 FY 2017/18
Competitive advantage through complete aftermarket solutions

HELLA at a glance – Business Segment Aftermarket

BUSINESS OVERVIEW

Independent Aftermarket (IAM)

- Sale of own and third-party spare parts to IAM wholesalers
- Own sales presence in >25 countries
- Strong position of sales network and brand presence in European market (#1-3)

Wholesale Distribution

- Building holistic product portfolio from part suppliers and offering to IAM garages
- Market position: #1, #2, #3
- Synergies through HELLA wholesale organization “Nordic Forum”

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
- market position: #1, #3

KEY FINANCIALS

in EUR millions and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2016/17</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,179</td>
<td>1,222</td>
<td>+3.7%</td>
</tr>
<tr>
<td>EBIT</td>
<td>76.9</td>
<td>73.0</td>
<td>-5.0%</td>
</tr>
<tr>
<td>EBIT margin</td>
<td>6.5%</td>
<td>6.0%</td>
<td>-0.5% points</td>
</tr>
<tr>
<td>Sales IAM</td>
<td>530</td>
<td>553</td>
<td>+4.4%</td>
</tr>
<tr>
<td>Sales Wholesale</td>
<td>523</td>
<td>550</td>
<td>+5.2%</td>
</tr>
<tr>
<td>Sales Garage Equipment</td>
<td>58</td>
<td>66</td>
<td>+12.7%</td>
</tr>
</tbody>
</table>

Manufacturer

Wholesaler

- Parts
- B2B

Garages

- Routing Parts and/or Service
- B2B

E-commerce & Service Platform

- Parts + Services
- B2B

End Consumer

- Parts + Services
- B2C

DIY & DIFM

Information/Diagnostic
IAM keeps strengthening its core product portfolio and seeks further cooperation for third party OE competence

HELLA at a glance – Segment Aftermarket: Independent Aftermarket

Focus on

1. Strengthening of HELLA’s OE core products
2. Partnership with strong 3rd party OE suppliers for IAM

Products

- Vehicle-specific lighting
- Electronics

Strategic directions

- Expand portfolio and leverage own OE know-how with special focus on E/E and more complex products, e.g. radar sensors
- Shift from crash to wear parts
- Roll-out of global portfolio into regions and leverage of local portfolio additions

- Enhancement of HELLA portfolio by 3rd party OE products and leverage of distribution network and proximity to customers
HELLA’s integrated wholesale concept ensures broad and deep customer reach in order to generate further growth

HELLA at a glance – Segment Aftermarket: Wholesale

**POSITIONING ALONG VALUE CHAIN**

- **Manufacturer**
- **Wholesaler**
- **Garages**
- **End Consumer**

**STRATEGIC DIRECTION**

Capture chances from digitalization

- **Intensification of E-commerce business** in Denmark and Poland
- **Further development of service platform** in first market Denmark and roll-out to further wholesale markets
- **Increase in customer loyalty with digital solutions**, e.g. connected cars and telematics
- **Strengthen B2C business** and further end-user services
HELLA enables workshops to conduct complex repair and maintenance activities with innovative and cost efficient solutions

HELLA at a glance – Segment Aftermarket: Workshop Products

State of the art workshop equipment to address more complex car

- Provide professional workshop equipment e.g. multi-brand diagnostics, air-conditioning service as well as testing and adjusting tools e.g. for camera and sensor calibration
- **Example:** Camera and sensor calibration

- Growing importance of cameras and sensors due to **automotive megatrends** (e.g. autonomous driving)
- **Easy application** for all brands, smart and cost-efficient solution
- Tool offers **independent workshops** possibility to extend business activities beyond traditional scope

New cloud-based workshop solutions to solve diagnostic problems

- **Existing diagnostics business model**
  - Localized **offline data base**, not accessible for external parties
  - Technical support offered by **hotline**, e.g. for interpretation of complex failure codes into easy-to-understand failure analysis

- **Cloud platform**
  - HELLA know-how is transferred to a **cloud platform**
  - Third parties can **access data base through web services** like API
  - **Predictive services** become possible

- **New applications**
  - **New partners** access the data base to offer **innovative** services and applications for car diagnostics ("micro services")
  - Examples: driver logbooks, pay-per-diagnosis
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 megatrends 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

KEY FINANCIALS

in EUR millions and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2016/17</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>384</td>
<td>385</td>
<td>+0.3%</td>
</tr>
<tr>
<td>EBIT</td>
<td>8.2</td>
<td>19.7</td>
<td>+140.3%</td>
</tr>
<tr>
<td>EBIT margin</td>
<td>2.1%</td>
<td>5.1%</td>
<td>+3.0% points</td>
</tr>
</tbody>
</table>

STRATEGIC FOCUS

1. Drive LEDfication in all customer segments
   - Further focus on offering of LED solutions and participate in LEDfication trend e.g. in recreational vehicles and trailers
   - Invest into innovative product roadmap, e.g. Shapeline and multi-function lamp platform
   - Revitalize products e.g. modular work lamps and rear lamps
   - Drive advanced engineering e.g. light tunnel and matrix beam

2. Push further application of Electrics / Electronics
   - Transfer and adaptation of electronic automotive know-how to further participate in Electrification trend for special vehicles
   - Focus on application of existing Automotive products e.g. pedal sensors
   - Extension of Electronics scope e.g. radar solutions for smart farming to avoid collision and to measure seeds and speed

TARGET GROUPS

- Off-highway
- Highway & Leisure Vehicles
- Premium & Special Vehicles
Thanks for your attention

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