HELLA Group Overview

November 2019
HELLEA – Partner of the automotive industry and the aftermarket for over 100 years

<table>
<thead>
<tr>
<th>FACTS &amp; FIGURES</th>
<th>SEGMENT</th>
<th>PRODUCT EXAMPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Global market-listed, family-owned company with more than 125 locations in some 35 countries</td>
<td>Automotive Lighting</td>
<td>Full-LED Headlamps</td>
</tr>
<tr>
<td>▪ Sales of € 7.0 billion in Fiscal Year 2018/2019</td>
<td>Automotive Electronics</td>
<td>Glare-free beam light</td>
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<tr>
<td>▪ Around 39,000 employees worldwide, thereof almost 8,000 in Research &amp; Development</td>
<td></td>
<td>Energy Management</td>
</tr>
<tr>
<td>▪ Attractive business portfolio with the three segments Automotive, Aftermarket and Special Applications</td>
<td>Aftermarket</td>
<td>Automated Driving</td>
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<tr>
<td></td>
<td>Special Applications</td>
<td>Independent Aftermarket</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Workshop Equipment</td>
</tr>
<tr>
<td></td>
<td>Sales: ~ € 0.4 bill.</td>
<td>Lighting technology for marine</td>
</tr>
<tr>
<td>Sales: ~ € 3.2 bill.</td>
<td>Sales: ~ € 2.5 bill.</td>
<td>Lighting technology for Special original equipment</td>
</tr>
</tbody>
</table>

HELLEA Group Overview | November 2019
**General Partner: Hella Geschäftsführungsgeellschaft mbH**
**Management Board of Hella Geschäftsführungsgeellschaft mbH:**
Dr. Rolf Breidenbach (CEO), Dr. Werner Benade, Dr. Frank Huber, Bernard Schäferbarthold, Dr. Nicole Schneider
**Chairman of the Supervisory Board:** Klaus Kühn
**Shareholder Committee:** Carl-Peter Forster (Chairman), Dr. Jürgen Behrend, Horst Binnig, Samuel Christ, Roland Hammerstein, Klaus Kühn, Dr. Matthias Röpke, Konstantin Thomas

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### HELLA Group Corporate Structure

| Finance, Controlling, Information Technology and Process Management | Bernard Schäferbarthold |
| Human Resources | Dr. Nicole Schneider |
| Purchasing, Quality, Legal and Compliance | Dr. Rolf Breidenbach |
| Business Segment | Business Segment | Business Segment |
| Automotive | Aftermarket | Special Applications |

#### Business Division Lighting
Dr. Frank Huber

**Executive Board:**
- Marcel Bartling
- Jens Grösch
- Dr. Christof Hartmann
- Didier Keskas
- Dr. Michael Kleinkes
- Christian Päschel
- Michael Sohn
- Barnabas Szabo
- Wolfgang Vlasaty

#### Business Division Electronics
Dr. Rolf Breidenbach

**Executive Board:**
- Heiko Berk
- Jörg Brandscheid
- Dr. Naveen Gautam
- Jens Grösch
- Michael Jaeger
- Ralf Kuhl
- Gerold Lucas
- Andreas Lütkes
- Bernd Münsterweg
- Frank Petznick
- Björn Twiehaus
- Jörg Weisgerber
- Joachim Ziethen

#### Business Division Aftermarket & Special Applications
Dr. Werner Benade

**Executive Board:**
- Stefan van Dalen
- Dr. Andreas Habeck
- Dr. Nicolas Wiedmann

#### Executive Board:
- Marcel Bartling
- Jens Grösch
- Dr. Christof Hartmann
- Didier Keskas
- Dr. Michael Kleinkes
- Christian Päschel
- Michael Sohn
- Barnabas Szabo
- Wolfgang Vlasaty

| Business Segment | Business Segment | Business Segment |
| Automotive | Aftermarket | Special Applications |

#### Executive Board:
- Heiko Berk
- Jörg Brandscheid
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**International HELLA Companies**
**HELLA Group**

**History**

1899 – 2019: Milestones

- **Founding of the Westfälische Metall Industrie AG**
- **HELLA becomes a trademark**
- **First factory abroad in Australia**
- **Start of production in China**
- **Beginning of Network Strategy:** Joint Venture for air conditioning control units and front-end modules with Behr
- **Continuation of Network Strategy:** Joint Venture for diagnostics with Gutmann; Joint Venture for chassis electronics and driver assistance systems with Mando
- **HELLA becomes a listed company**
- **MULTIBEAM LED:** 84 individually controllable LEDs per headlamp adjust the light distribution dynamically, depending on traffic, weather, and road conditions. The adaptive High Beam Assistant Plus also ensures that high beam is used more frequently
- **On 11 November 2014 HELLA shares are traded for the first time on the Frankfurt Stock Exchange.**

**Key成就**

- 12% global market share* in lighting business, top 2 Europe*
- Leading market position with regard to selected electronic products
- One of the largest trade organizations for spare parts in Europe
- More than 125 locations in roughly 35 countries
- More than 10 Joint Ventures

* Based on a market study commissioned by HELLA
HELLE Group
Regional market coverage – Fiscal Year 2018/2019

**Sales Automotive by regions**

- Germany: 35%
- Europe without Germany: 26%
- North, Central and South America: 17%
- Asia/Pacific/Rest of World: 11%

Sales* of € 5.8 billion

**Sales Aftermarket and Special Applications by regions**

- Germany: 45%
- Europe without Germany: 27%

Sales* of € 1.1 billion

**Presence in all relevant core markets of the automotive industry**

* Total segment sales / HELLA customer view

**Business focus Europe ("regional business")**
### HELLA Group Overview

Business development FY 2017/2018 and FY 2018/2019

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

<table>
<thead>
<tr>
<th>Important key figures</th>
<th>Fiscal Year 2017/2018</th>
<th>Fiscal Year 2018/2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity in € million</td>
<td>2,478</td>
<td>2,968</td>
<td>+19.8%</td>
</tr>
<tr>
<td>Equity Ratio</td>
<td>41.9%</td>
<td>46.3%</td>
<td>+ 4.5 percentage points</td>
</tr>
<tr>
<td>Net financial liquidity / debt</td>
<td>-187</td>
<td>66</td>
<td>+253</td>
</tr>
<tr>
<td>Research &amp; Development Expenditure in € million</td>
<td>568</td>
<td>611</td>
<td>+7.5%</td>
</tr>
<tr>
<td>Employees as of balance sheet date (as at 31 May)</td>
<td>40,263</td>
<td>38,845</td>
<td>-3.5%</td>
</tr>
</tbody>
</table>
→ 38,845 employees* are working for HELLA at more than 125 locations in some 35 countries

**LEGEND**
- ▲→ Sales
- △→ Production
- ○→ Development

* As at 31 May 2019