HELLEA Group Overview

May 2021
HELLA – Partner of the automotive industry and the aftermarket for over 120 years

**FACTS & FIGURES**

- Global **market-listed, family-owned company with more than 125 locations in some 35 countries**

- **Sales of € 5.8 billion** in Fiscal Year 2019/2020

- Around **36,000 employees** worldwide, thereof almost **8,000 in Research & Development** (as at 31 May 2020)

- **Attractive business portfolio** with the three segments **Automotive, Aftermarket and Special Applications**

**SEGMENT**

<table>
<thead>
<tr>
<th>Segment</th>
<th>Product Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automotive Lighting</strong></td>
<td>Full-LED Headlamps, Glare-free beam light</td>
</tr>
<tr>
<td><strong>Automotive Electronics</strong></td>
<td>Energy Management, Automated Driving</td>
</tr>
<tr>
<td><strong>Aftermarket</strong></td>
<td>Independent Aftermarket, Workshop Equipment</td>
</tr>
<tr>
<td><strong>Special Applications</strong></td>
<td>Lighting technology for specialist vehicles, Lighting technology for marine</td>
</tr>
</tbody>
</table>

**SECONDARY TEXT**

- **Automotive Lighting**
  - Sales: ~ € 2.6 bill.

- **Automotive Electronics**
  - Sales: ~ € 2.3 bill.

- **Aftermarket**
  - Sales: ~ € 0.6 bill.

- **Special Applications**
  - Sales: ~ € 0.3 bill.
## HELLA Group Overview

### Corporate Structure

<table>
<thead>
<tr>
<th>Dr. Rolf Breidenbach</th>
</tr>
</thead>
<tbody>
<tr>
<td>President and CEO</td>
</tr>
</tbody>
</table>

### Business Segment Automotive
- **Business Division Lighting**
  - Dr. Frank Huber

### Business Segment Aftermarket
- **Business Division Electronics**
  - Dr. Rolf Breidenbach
  - Björn Twiehaus (Deputy)

### Business Segment Special Applications
- **Executive Manager:**
  - Christoph Söhnchen

### Finance, Controlling, Information Technology and Process Management
- **Finance, Controlling, Information Technology and Process Management**
  - Bernard Schäferbarthold

### Human Resources
- **Human Resources**
  - Dr. Rolf Breidenbach
  - Dr. Lea Corzilius (Deputy)

### Purchasing, Quality, Legal and Compliance
- **Purchasing, Quality, Legal and Compliance**
  - Dr. Rolf Breidenbach

### Executive Board
- **Executive Board:**
  - Marcel Bartling,
  - Jens Grösch,
  - Dr. Christof Hartmann,
  - Didier Keskas,
  - Dr. Michael Kleinkes,
  - Peter Neuhoff,
  - Ludger Rembeck,
  - Michael Sohn,
  - Dr. Tobias Sprute,
  - Barnabas Szabo,
  - Wolfgang Vlasaty

### Executive Board Aftermarket
- **Executive Board:**
  - Heiko Berk,
  - Jörg Brandscheid,
  - Dr. Naveen Gautam,
  - Jens Grösch,
  - Jens Hunecke,
  - Michael Jaeger,
  - Gerold Lucas,
  - Andreas Lütkes,
  - Karsten Müller,
  - Bernd Münsterweg,
  - Lennart Pletziger,
  - Guido Schütte,
  - Jörg Weisgerber,
  - Joachim Ziethen

### Executive Manager
- **Executive Manager:**
  - Stefan van Dalen

### Executive Manager Special Applications
- **Executive Manager:**
  - Christoph Söhnchen

### Business Division Lighting
- **Business Division Lighting**
  - Dr. Frank Huber

### Business Division Electronics
- **Business Division Electronics**
  - Dr. Rolf Breidenbach
  - Björn Twiehaus (Deputy)

### Executive Manager
- **Executive Manager:**
  - Christoph Söhnchen

### International HELLA Companies

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**General Partner:** Hella Geschäftsührungsgesellschaft mbH
**Management Board of Hella Geschäftsührungsgesellschaft mbH:**
- Dr. Rolf Breidenbach (CEO),
- Dr. Lea Corzilius,
- Dr. Frank Huber,
- Bernard Schäferbarthold,
- Björn Twiehaus

**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 Overview | May 2021**
HELLEA Group
History

1899 – 2020: Milestones

**1899**
Founding of the Westfälische Metall Industrie AG

**1908**
HELLA becomes a trademark

**1961**
First factory abroad in Australia

**1992**
Start of production in China

**1999**
Beginning of Network Strategy: Joint Venture for air conditioning control units and front-end modules with Behr

**2008**
Continuation of Network Strategy: Joint Venture for diagnostics with Gutmann; Joint Venture for chassis electronics and driver assistance systems with Mando

**2014**
HELLA becomes a listed company
On 11 November 2014 HELLA shares are traded for the first time on the Frankfurt Stock Exchange.

**2016**
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

**Today**
- 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
HELLA Group
Regional market coverage – Fiscal Year 2019/2020

Sales Automotive by regions

- Germany: 24%
- Europe without Germany: 32%
- North, Central and South America: 18%
- Asia/Pacific/Rest of World: 26%

Sales of € 4.9 billion

Sales Aftermarket and Special Applications by regions

- Germany: 10%
- Europe without Germany: 17%
- North, Central and South America: 27%
- Asia/Pacific/Rest of World: 46%

Sales of € 0.9 billion

Presence in all relevant core markets of the automotive industry

Business focus Europe ("regional business")
### Key figures of the income statement

<table>
<thead>
<tr>
<th>Key figure</th>
<th>Fiscal Year 2018/2019</th>
<th>Fiscal Year 2019/2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>currency and portfolio-adjusted</td>
<td>6,770</td>
<td>5,800</td>
<td>-14.3%</td>
</tr>
<tr>
<td>in € million</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong> adjusted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million</td>
<td>572</td>
<td>233</td>
<td>-59.3%</td>
</tr>
<tr>
<td>(% of sales)</td>
<td>(8.4%)</td>
<td>(4.0%)</td>
<td>(-4.4 percentage points)</td>
</tr>
<tr>
<td><strong>EBIT</strong> reported</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million</td>
<td>808</td>
<td>-343</td>
<td>-142.5%</td>
</tr>
<tr>
<td>(% of sales)</td>
<td>(11.6%)</td>
<td>(-5.9%)</td>
<td>(-17.4 percentage points)</td>
</tr>
<tr>
<td><strong>EBITDA</strong> adjusted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million</td>
<td>948</td>
<td>667</td>
<td>-29.6%</td>
</tr>
<tr>
<td>(% of sales)</td>
<td>(14.0%)</td>
<td>(11.4%)</td>
<td>(-2.6 percentage points)</td>
</tr>
<tr>
<td><strong>EBITDA</strong> reported</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million</td>
<td>1,191</td>
<td>576</td>
<td>-51.7%</td>
</tr>
<tr>
<td>(% of sales)</td>
<td>(17.0%)</td>
<td>(9.9%)</td>
<td>(-7.2 percentage points)</td>
</tr>
</tbody>
</table>
## HELLA Group Overview

### Development of key figures FY 2018/2019 and 2019/2020

<table>
<thead>
<tr>
<th>Important key figures</th>
<th>Fiscal Year 2018/2019</th>
<th>Fiscal Year 2019/2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity in € million</td>
<td>2,968</td>
<td>2,107</td>
<td>-29.0%</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>46.3%</td>
<td>37.0%</td>
<td>-9.3% percentage points</td>
</tr>
<tr>
<td>Net financial debt / - liquidity in € million</td>
<td>66</td>
<td>-140</td>
<td>-206</td>
</tr>
<tr>
<td>Research &amp; development expenses in € million</td>
<td>611</td>
<td>620</td>
<td>+1.6%</td>
</tr>
<tr>
<td>Employees as at balance sheet date (31 May)</td>
<td>38,845</td>
<td>36,311</td>
<td>-6.5%</td>
</tr>
</tbody>
</table>
→ 36,311 employees* are working for HELLA at more than 125 locations in some 35 countries

* As at 31 May 2020