HELLA at a glance

August 2022
A new global leader uniquely positioned to grow and accelerate innovation…

FORVIA

<table>
<thead>
<tr>
<th>Six</th>
<th>150,000 employees</th>
<th>300 sites</th>
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</thead>
<tbody>
<tr>
<td>Business Groups</td>
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</tbody>
</table>

1 of 2 vehicles worldwide equipped with FORVIA products

FORVIA
Inspiring mobility

<table>
<thead>
<tr>
<th>80</th>
<th>35,000 engineers</th>
<th>150 nationalities</th>
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</thead>
<tbody>
<tr>
<td>OEM customers</td>
<td></td>
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</tbody>
</table>

... creating the 7th largest auto supplier

2025 ambition

Revenue
> € 33 billion

EBITDA margin
> 15.5%

Operating margin
> 8.5%

Net Cash Flow generation (% of Sales)
> 5%

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Net Cash Flow generation (% of Sales)
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Six world class Business Groups are the operational backbone of the factual FORVIA Group

Business Groups

Three accountable Business Groups are created within HELLA
They will be equipped with support functions in line with Faurecia model, through the reallocation of existing corporate resources before 01/07/22

Faurecia activities based in Nanterre (France) or Saitama (Japan)

HELLA activities based in Lippstadt (Germany)

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HELLA activities based in Lippstadt (Germany)
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

**Electronics**

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

**Lifecycle Solutions**

**Product lines:**
- Independent Aftermarket
- Workshop Solutions
- Special Original Equipment

€ 2.9 billion (46%)

~18,300

€ 2.5 billion (39%)

~11,100

€ 0.9 billion (15%)

~4,200

Automotive

Aftermarket

Special Applications
HELLA has been a close and reliable partner to the automotive industry for over 120 years

HELLA in overview

Founded in 1899
Lippstadt (Germany)

€ 6.2 billion sales
currency and portfolio-adjusted
(FY 2021/2022)

~36,000 employees
As at: 31 May 2022

~10% R&D ratio
per year on average

~125 locations
in around 35 countries

3 Business Groups
Lighting, Electronics and Lifecycle Solutions

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3 Business Groups
Lighting, Electronics and Lifecycle Solutions
The history of HELLA: from the first acetylene lamp to the chip-based headlamp

Company Highlights

1899
Founded as "Westfälische Metall Industrie AG"

1908
Acetylene headlamp "System HELLA": HELLA becomes a trademark

1957
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
Start of the network strategy

2001
Expansion, e.g. to Mexico, Brazil and Dubai

2008
First full-LED headlamp from HELLA

2011
World’s first LED matrix technology

2013
Multibeam LED headlamp

2014
HELLA goes public

2016
750 millionth position sensor with CIPOS® technology

2020
Production launch of 77 GHz radar sensors and “world headlamp” SSL100

2022
Acquisition by Faurecia; together, the two companies operate under the umbrella brand “FORVIA”
HELLA maintains a high degree of customer proximity and seizes growth opportunities in all regions

International presence

Sales by region
Fiscal year 2021/2022

Employees by region
as at 31 May 2022

Europe
57%
€ 3,603 mill.

North, Central and South America
21%
€ 1,297 mill.

Asia/Pacific/RoW
23%
€ 1,426 mill.

worldwide
36,008

14,335
40%
Europe excl. Germany

8,055
22%
Germany

7,349
20%
North, Central and South America

6,269
17%
Asia/Pacific/RoW
HELLA is led by an experienced management team

Management Board

Michel Favre
CEO, Purchasing, Quality, Legal and Compliance

Yves Andres
Automotive Lighting

Dr. Lea Corzilius
Human Resources, Lifecycle Solutions

Bernard Schäferbarthold
Finance, Controlling, Information Technology and Process Management

Björn Twiehaus
Automotive Electronics
The company is managed via a multidimensional matrix structure

Corporate structure

<table>
<thead>
<tr>
<th>Executive Board:</th>
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<th>Executive Board:</th>
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<tbody>
<tr>
<td>Stefanie Brettin</td>
<td>Binyi Bai</td>
<td>Stefan van Dalen</td>
</tr>
<tr>
<td>Bolíijan Furlan</td>
<td>Heiko Berk</td>
<td>Inga Haßnewert</td>
</tr>
<tr>
<td>Christian Göke</td>
<td>Dr. Naveen Gautam</td>
<td>Saskia Schumacher</td>
</tr>
<tr>
<td>Dr. Christof Hartmann</td>
<td>Jens Grösch</td>
<td>Christoph Söhnchen</td>
</tr>
<tr>
<td>Didier Keskas</td>
<td>Jens Hunecke</td>
<td>Ull Steinberg</td>
</tr>
<tr>
<td>Dr. Michael Kleinkes</td>
<td>Clement-Minoru Kubota</td>
<td>Daniel Wehsarg</td>
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<tr>
<td>Silke Krome</td>
<td>Gerold Lucas</td>
<td></td>
</tr>
<tr>
<td>Svenja Laurie</td>
<td>Andreas Lütkes</td>
<td></td>
</tr>
<tr>
<td>Peter Neuhoff</td>
<td>Karsten Müller</td>
<td></td>
</tr>
<tr>
<td>Ludger Rembeck</td>
<td>David Schajer</td>
<td></td>
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</tbody>
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Finance, Controlling, Information Technology and Process Management
Bernard Schäferbarthold

Human Resources
Dr. Lea Corzilius

Purchasing, Quality, Legal and Compliance
Michel Favre

Business segment
Automotive

Business segment
Aftermarket

Business segment
Special Applications

Finance, Controlling, Information Technology and Process Management
Bernard Schäferbarthold

Human Resources
Dr. Lea Corzilius

Purchasing, Quality, Legal and Compliance
Michel Favre

International HELLA Companies

General partner: Hella Geschäftsführungs-gesellschaft mbH
Managing Directors of Hella Geschäftsführungs-gesellschaft mbH:
Michel Favre (Chair), Yves Andres, Dr. Lea Corzilius, Bernard Schäferbarthold, Björn Twiehaus
Chairman of the Supervisory Board: Klaus Kühn
Shareholder Committee: Carl-Peter Forster (Chair), Patrick Koller, Norwenn Delaunay, Olivier Durand, Klaus Kühn, Christophe Schmitt, Jean-Pierre Sounillac
Key performance indicators at a glance

HELLA at a glance

Selected key figures
in € million and % of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2021/2022</th>
<th>FY 2020/2021</th>
<th>Change</th>
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<tbody>
<tr>
<td>Currency and portfolio-adjusted Group sales</td>
<td>6,229</td>
<td>6,380</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Reported Group sales</td>
<td>6,326</td>
<td>6,380</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>279</td>
<td>510</td>
<td>-45.4%</td>
</tr>
<tr>
<td>Reported EBIT</td>
<td>278</td>
<td>454</td>
<td>-38.6%</td>
</tr>
<tr>
<td>Adjusted EBIT margin</td>
<td>4.4%</td>
<td>8.0%</td>
<td>-3.6pp</td>
</tr>
<tr>
<td>Reported EBIT margin</td>
<td>4.4%</td>
<td>7.1%</td>
<td>-2.7pp</td>
</tr>
<tr>
<td>Adjusted free cash flow from operating activities</td>
<td>-213</td>
<td>217</td>
<td>--</td>
</tr>
<tr>
<td>Reported free cash flow from operating activities</td>
<td>-267</td>
<td>74</td>
<td>--</td>
</tr>
<tr>
<td>R&amp;D expenditures</td>
<td>693</td>
<td>603</td>
<td>+14.9%</td>
</tr>
<tr>
<td>R&amp;D ratio</td>
<td>11.0%</td>
<td>9.5%</td>
<td>+1.5pp</td>
</tr>
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<table>
<thead>
<tr>
<th></th>
<th>31 May 2022</th>
<th>31 May 2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net financial debt / liquidity</td>
<td>-387</td>
<td>103</td>
<td>--</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>42.5%</td>
<td>40.6%</td>
<td>+1.9pp</td>
</tr>
</tbody>
</table>

pp = percentage points