HELLEN at a glance
HELLA has been a close and reliable partner to the automotive industry for over 120 years

HELLA in overview

Founded in 1899
Lippstadt (Germany)

€ 6.3 billion sales
(FY 2021/2022)

~36,000 employees
As at: 31 May 2022

3 Business Groups
Lighting, Electronics and Lifecycle Solutions

~10% R&D ratio
per year on average

~125 locations
in around 35 countries
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
- **€ 2.9 billion (46%)**
- ~18,300

**Electronics**
- **Product lines:**
  - Sensors and Actuators
  - Automated Driving
  - Lighting and Body electronics
  - Energy Management
- **€ 2.5 billion (39%)**
- ~11,100

**Lifecycle Solutions**
- **Product lines:**
  - Independent Aftermarket
  - Workshop Solutions
  - Special Original Equipment
- **€ 0.9 billion (15%)**
- ~4,200

Automotive

Aftermarket

Special Applications
The history of HELLA: from the first acetylene lamp to the chip-based headlamp

Company history

1899
Founded as "Westfälische Metall Industr" AG

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

1919
The first electronics product: the fully electronic flasher unit

1957
World's first approval for an H4 main headlamp

1961
Start of internationalization: first foreign factory

1986
"Hella" becomes the company name

1999
Start of the network strategy

2008
First full-LED headlamp from HELLA

2011
Expansion, e.g. to Mexico, Brazil and Dubai

2013
World's first LED matrix technology

2016
Multibeam LED headlamp

2017
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"

November 2022 - HELLA at a glance
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

Germany
8,055
22%

Europe excl. Germany
14,335
40%

Asia/Pacific/RoW
6,269
17%

North, Central and South America
7,349
20%
HELLA is led by an experienced management team

Management Board

Michel Favre
CEO, Purchasing, Quality, Legal and Compliance

Yves Andres
Automotive Lighting

Dr. Lea Corzillius
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>Business segment</th>
<th>Business Group Lighting</th>
<th>Business Group Electronics</th>
<th>Business Group Lifecycle Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
<td>Yves Andres</td>
<td>Björn Twiehaus</td>
<td>Dr. Lea Corzilius</td>
</tr>
<tr>
<td>Aftermarket</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Applications</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finance, Controlling, Information Technology and Process Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bernard Schäferbarthold</td>
</tr>
<tr>
<td>Executive Board:</td>
</tr>
<tr>
<td>Stefanie Brettin</td>
</tr>
<tr>
<td>Bolijn Furlan</td>
</tr>
<tr>
<td>Christian Göke</td>
</tr>
<tr>
<td>Dr. Christof Hartmann</td>
</tr>
<tr>
<td>Thomas Jauch</td>
</tr>
<tr>
<td>Didier Keskas</td>
</tr>
<tr>
<td>Dr. Michael Kleinkes</td>
</tr>
<tr>
<td>Silke Krome</td>
</tr>
<tr>
<td>Svenja Laurie</td>
</tr>
<tr>
<td>Peter Neuhoff</td>
</tr>
<tr>
<td>Ludwig Rembeck</td>
</tr>
<tr>
<td>Dr. Tobias Sprute</td>
</tr>
<tr>
<td>Barnabas Szabo</td>
</tr>
<tr>
<td>Alexander Werner</td>
</tr>
<tr>
<td>Guido Schütte</td>
</tr>
<tr>
<td>Kay Talmi</td>
</tr>
<tr>
<td>Jörg Weisgerber</td>
</tr>
<tr>
<td>Joachim Ziethe</td>
</tr>
<tr>
<td>General Partner: Hella Geschäftsführungsgesellschaft mbH</td>
</tr>
<tr>
<td>Managing Directors of Hella Geschäftsführungsgesellschaft mbH:</td>
</tr>
<tr>
<td>Michel Favre (Chair), Yves Andres, Dr. Lea Corzilius, Bernard Schäferbarthold, Björn Twiehaus</td>
</tr>
<tr>
<td>Chairman of the Supervisory Board: Andreas Renschler</td>
</tr>
<tr>
<td>Shareholder Committee: Prof. Dr. Wolfgang Ziebart (Chair), Patrick Koller, Judith Buss, Nolwenn Delaunay, Olivier Durand, Andreas Renschler, Christophe Schmitt, Jean-Pierre Soulillac</td>
</tr>
</tbody>
</table>

November 2022 - HELLA at a glance
## 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>
</tr>
</thead>
<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>
</tbody>
</table>

<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
FORVIA: a new global leader in automotive technologies

A Group combining profitable growth and innovation, well placed to meet the strategic evolutions transforming our industry

- 7th global automotive supplier
- 1 in 2 vehicles worldwide equipped with FORVIA products
- 6 Business Groups
- 80+ automotive customers
- 77 R&D centers
- >8% of sales Gross R&D
- 14,000+ patents
- 1,000 programs in 2021
- 300 sites
- 42 countries
- 150 nationalities
- 35,000 engineers
- 150,000 employees

All figures at: November 3, 2022
## A comprehensive portfolio: six international Business Groups with differentiating product lines

<table>
<thead>
<tr>
<th>Seating</th>
<th>Interiors*</th>
<th>Clean Mobility</th>
<th>Electronics</th>
<th>Lighting</th>
<th>Lifecycle Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mechanisms &amp; Frames</td>
<td>Door Panels</td>
<td>Ultra-low emissions solutions for commercial vehicles</td>
<td>Automated Driving</td>
<td>Rear Combination Lamps</td>
<td>Workshop Solutions</td>
</tr>
<tr>
<td>Safety &amp; Comfort Solutions</td>
<td>Center Consoles</td>
<td>Zero-emissions solutions</td>
<td>Energy Management</td>
<td>Interior Lighting</td>
<td>Special Original Equipment</td>
</tr>
<tr>
<td></td>
<td>Sustainable Materials</td>
<td></td>
<td>Cockpit Electronics</td>
<td>Car Body Lighting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interior Modules</td>
<td></td>
<td>HMI/Displays</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees</th>
<th>Sites</th>
<th>R&amp;D centers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seating</td>
<td>42,540</td>
<td>77</td>
</tr>
<tr>
<td>87</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Interiors*</td>
<td>34,180</td>
<td>87</td>
</tr>
<tr>
<td>24</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Clean Mobility</td>
<td>20,175</td>
<td>86</td>
</tr>
<tr>
<td>18</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Electronics</td>
<td>5,870/11,120</td>
<td>8/32</td>
</tr>
<tr>
<td>18/16</td>
<td>13/16</td>
<td></td>
</tr>
<tr>
<td>Lighting</td>
<td>18,320</td>
<td>26</td>
</tr>
<tr>
<td>11</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Lifecycle Solutions</td>
<td>4,160</td>
<td>44</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

* Including SAS Interior Modules
** Including Clarion Electronics Commercial Solutions

### Activities
- **Activities Faurecia**
- **Activities HELLA**
- **Activities Faurecia & HELLA**

---

November 2022 - HELLA at a glance
3 strategic levers for growth

Electrification & Energy Management

Safe & Automated Driving

Digital & Sustainable Cockpit Experiences

Our strengths
A leading “Environment, Social and Governance” (ESG) company

Environment
› An ambitious CO₂ neutrality roadmap: become CO₂ neutral in operations (scope 1&2) by 2025 and CO₂ net zero from 2045
› Sustainable product solutions with eco-design, sustainable materials, energy efficiency solutions and circular economy
› Zero emission solutions with a strong expertise in BEV1 and FCEV2 (hydrogen mobility)

Social
› A responsible employer, promoting gender diversity and inclusivity, working extra-hard to attract talents
› A learning organization that encourages employee training and development
› Supporting local communities with a foundation acting in education, mobility & environment

Governance
› Robust and sustainable governance
› A strict respect for compliance and strong value for ethics
› A safe work environment to all our employees
› A responsible supply chain with sustainable partners & suppliers
## CO₂ neutrality at the heart of our strategy

FORVIA first automotive company with net-zero target approved by the Science Based Targets Initiative

### Climate change, poor air quality
In cities, vulnerable ecosystems... these disturbances affect every single person and are posing an increasing threat to humanity. As a company, we believe that we can act today to reverse the trend. Translating this conviction, FORVIA is putting into motion a comprehensive action plan for the planet.

### 3 key steps

- **By 2025:** CO₂ neutrality for our internal emissions (scopes 1 and 2)
- **By 2030:** -45% for scope 3 emissions
- **From 2045:** CO₂ net zero for all our emissions (scopes 1-2-3)

### 3 key levers

- Use **Less**
- Use **Better**
- Use **Longer**

Recycling & circular economy
Vision

Mobility is at the heart of people’s life and of what matters to them: moving freely, caring for the planet, their own way.
Mobility is at the heart of people’s life and of what matters to them:

› **Mobility empowers people’s life**: freedom of movement, access to a world of opportunities, proximity with loved ones, connectivity

› Today, the world faces tremendous **challenges impacting mobility**: climate change, access to development, technology. These challenges matter to people.

---

moving freely, caring for the planet, their own way

› **Mobility is not just about how we move; it’s about how we live**

› Today, people expect more from mobility than a standard journey: they expect a **safer, more sustainable, more connected and more personalized experience**
Mission

We pioneer technology for mobility experiences that matter to people
Mission

We pioneer technology for mobility experiences that matter to people

▸ Reveals our leadership and our visionary dimension, at the forefront of an era of transformation:
  • Electrification & Energy management
  • Safe and Automated Driving
  • Digital & Sustainable Cockpit Experiences

▸ Highlights our innovation capabilities and our transformative mindset to impact the world positively

▸ Expresses our technological expertise, the key driver of our customer relationship

▸ Expresses the promise of a new mobility: people expect more than a standard journey

▸ Focuses on the end-user benefits

▸ Emphasizes that we propose a comprehensive approach, encompassing safety, sustainability, affordability, connectivity, well-being and customization...

▸ Clearly states our strong connection to people and our determination to lead positive change

▸ People as our employees, our partners, our suppliers, our customers, our end-users
Our shared future

- A rapidly growing Group, aligned with key automotive megatrends
- Leading position in all activities with differentiating technologies
- A sustainable and customer-focused organization
- A Group ready to anticipate and drive mobility transition

€30bn order intake per year*
€30bn sales in 2025*
>€250m synergies in 2025*

CO₂ Net Zero from 2045*

* Current FORVIA scope

All figures at November 3, 2022