HELLA Group Overview

October 2020
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 | PRODUCT EXAMPLES
---|---
Automotive Lighting | 
Sales: ~ € 2.6 bill. | Full-LED Headlamps
Glare-free beam light

Automotive Electronics | 
Sales: ~ € 2.3 bill. | Energy Management
Automated Driving

Aftermarket | 
Sales: ~ € 0.6 bill. | Independent Aftermarket
Workshop Equipment

Special Applications | 
Sales: ~ € 0.3 bill. | Lighting technology for specialist vehicles
Lighting technology for marine
# HELLA Group

## Corporate Structure

<table>
<thead>
<tr>
<th>Business Segment Automotive</th>
<th>Business Segment Aftermarket</th>
<th>Business Segment Special Applications</th>
</tr>
</thead>
</table>
| **Business Division**  
**Lighting**  
Dr. Frank Huber | **Executive Board:**  
Dr. Rolf Breidenbach  
Björn Twiehaus (Deputy)  
**Executive Manager:**  
Stefan van Dalen | **Executive Manager:**  
Christoph Söhnchen |
| **Executive Board:**  
Marcel Bartling,  
Jens Grösch,  
Dr. Christof Hartmann,  
Didier Keskas,  
Dr. Michael Kleinkes,  
Peter Neuhoff,  
Christian Päschel,  
Ludger Rembeck,  
Michael Sohn,  
Dr. Tobias Sprute,  
Barnabas Szabo,  
Wolfgang Vlasaty |  
Heiko Berk,  
Jörg Brandscheid,  
Dr. Naveen Gautam,  
Jens Grösch,  
Jens Hunecke,  
Michael Jaeger,  
Ralf Kuhl,  
Gerold Lucas,  
Andreas Lütkes,  
Bernd Münsterweg,  
Lennart Pletziger,  
Guido Schütte,  
Jörg Weisgerber,  
Joachim Ziehnen |  
|  
Bernard Schäferbarthold |  |  |

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

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

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

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**International HELLA Companies**

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**General Partner:** Hella Geschäftsführungsgesellschaft mbH  
**Management Board of Hella Geschäftsführungsgesellschaft 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
HELLA Group
History

1899 – 2020: Milestones

- **1999** – **2020**: Milestones

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

Sales of € 4.9 billion

Sales Aftermarket and Special Applications by regions

- Germany: 17%
- Europe without Germany: 27%
- North, Central and South America: 10%
- 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")
## HELLA Group
### Business development FY 2018/2019 and 2019/2020

<table>
<thead>
<tr>
<th>Key figures of the income statement</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>(% of sales)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBIT adjusted</strong></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 reported</strong></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 adjusted</strong></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 reported</strong></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
### 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