HELLA 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

~10% R&D ratio
per year on average

~125 locations
in around 35 countries

3 Business Groups
Lighting, Electronics and Lifecycle Solutions

~36,000 employees

~10% R&D ratio

~125 locations

November 2022 - HELLA at a glance
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

<table>
<thead>
<tr>
<th>Product lines</th>
<th>Revenue</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighting</td>
<td>€ 2.9 billion (46%)</td>
<td>~18,300</td>
</tr>
<tr>
<td>Electronics</td>
<td>€ 2.5 billion (39%)</td>
<td>~11,100</td>
</tr>
<tr>
<td>Lifecycle</td>
<td>€ 0.9 billion (15%)</td>
<td>~4,200</td>
</tr>
</tbody>
</table>

Automotive | Aftermarket | Special Applications

November 2022 - HELLA at a glance
The history of HELLA: from the first acetylene lamp to the chip-based headlamp

Company Highlights

Company Highlights

1899
Founded as "Westfälische Metall Industrie AG"

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

1919
Founded as "Westfälische Metall Industrie AG"

1957
The first electronics product: the fully electronic flasher unit

1961
Start of internationalization: first foreign factory

1971
World's first approves 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
First full-LED headlamp from HELLA

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"

Product Highlights

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%

North, Central and South America

7,349
20%

Asia/Pacific/RoW

6,269
17%
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 Group Lighting</th>
<th>Business Group Electronics</th>
<th>Business Group Lifecycle Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yves Andres</td>
<td>Björn Twiehaus</td>
<td>Dr. Lea Corzilius</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 Breitlin</td>
</tr>
<tr>
<td>Božijan Furlan</td>
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<tr>
<td>Christian Göke</td>
</tr>
<tr>
<td>Dr. Christof Hartmann</td>
</tr>
<tr>
<td>Thomas Jauch</td>
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<tr>
<td>Didier Keskas</td>
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<tr>
<td>Dr. Michael Kleinkes</td>
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<tr>
<td>Silke Krome</td>
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<tr>
<td>Svenja Laurie</td>
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<tr>
<td>Peter Neuhoff</td>
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<tr>
<td>Ludger Rembeck</td>
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<tr>
<td>Michael Sohn</td>
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<tr>
<td>Dr. Tobias Sprute</td>
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<tr>
<td>Barnabas Szabo</td>
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<tr>
<td>Alexander Werner</td>
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<tr>
<td>Guido Schütte</td>
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<tr>
<td>Kay Talmi</td>
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<tr>
<td>Jörg Weisgerber</td>
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<td>Joachim Ziethen</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Lea Corzilius</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Purchasing, Quality, Legal and Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michel Favre</td>
</tr>
<tr>
<td>Executive Board:</td>
</tr>
<tr>
<td>Stefan van Dalen</td>
</tr>
<tr>
<td>Inga Haßnewert</td>
</tr>
<tr>
<td>Saskia Schumacher</td>
</tr>
<tr>
<td>Christoph Söhnhchen</td>
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<tr>
<td>Ulf Steinberg</td>
</tr>
<tr>
<td>Daniel Wehsarg</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Business segment</th>
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</tr>
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<tbody>
<tr>
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<td>Aftermarket</td>
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</tr>
<tr>
<td>Yves Andres</td>
<td>Björn Twiehaus</td>
<td>Dr. Lea Corzilius</td>
</tr>
</tbody>
</table>

General Partner: Hella Geschäftsführungsgesellschaft mbH
Managing Directors of Hella Geschäftsführungsgesellschaft mbH:
Michel Favre (Chair), Yves Andres, Dr. Lea Corzilius, Bernard Schäferbarthold, Björn Twiehaus
Chairman of the Supervisory Board: Andreas Renschler
Shareholder Committee: Prof. Dr. Wolfgang Ziebart (Chair), Patrick Koller, Judith Buss, Nolwenn Delaunay, Olivier Durand, Andreas Renschler, Christophe Schmitt, Jean-Pierre Sounillac

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

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

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

Seating
› Complete Seats
› Mechanisms & Frames
› Safety & Comfort Solutions

Interiors*
› Instrument Panels
› Door Panels
› Center Consoles
› Sustainable Materials
› Interior Modules

Clean Mobility
› Ultra-low emissions solutions for passenger vehicles
› Ultra-low emissions solutions for commercial vehicles
› Zero-emissions solutions

Electronics
› Sensors & Actuators
› Automated Driving
› Lighting/Body Electronics
› Energy Management
› Cockpit Electronics
› HMI/Displays

Lighting
› Headlamps
› Rear Combination Lamps
› Interior Lighting
› Car Body Lighting

Lifecycle Solutions
› Independent Aftermarket**
› Workshop Solutions
› Special Original Equipment

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

42,540 employees
77 sites
13 R&D centers

34,180 employees
87 sites
24 R&D centers

20,175 employees
86 sites
18 R&D centers

5,870/11,120 employees
8/32 sites
13/16 R&D centers

18,320 employees
26 sites
11 R&D centers

4,160 employees
44 sites
5 R&D centers

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**

- Sustainability
- Innovation
- Operational excellence

---

November 2022 - HELLA at a glance
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

November 2022 - HELLA at a glance
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

November 2022 - HELLA at a glance
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

November 2022 - HELLA at a glance
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

November 2022 - HELLA at a glance