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

HELLA in overview

Founded in 1899
Lippstadt (Germany)

€4.4 billion sales
Short Fiscal Year 2022
(1 June until 31 December 2022)

~36,000 employees
As at: 31 December 2022

~125 locations
in around 35 countries

~10% R&D ratio
per year on average

3 Business Groups
Lighting, Electronics and Lifecycle Solutions
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

- **€ 2.1 billion (48%)**
- **~18,200**

**Electronics**

- **Product lines:**
  - Sensors and Actuators
  - Automated Driving
  - Lighting and Body electronics
  - Energy Management

- **€ 1.9 billion (39%)**
- **~11,800**

**Lifecycle Solutions**

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

- **€ 0.6 billion (13%)**
- **~4,200**

*Sales figures for Short Fiscal Year 2022 (1 June to 31 December 2022); headcount as at: 31 December 2022*
The history of HELLA: from the first acetylene lamp to the chip-based headlamp

Company history

1899
Founded as "Westfälische Metall Industrie AG"

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

1965
The first electronics product: the fully electronic flasher unit

1961
Start of internationalization: first foreign factory

1986
"Hella" becomes the company name

1991
First companies in China; subsequent internationalization also in Eastern Europe

1995
First companies in China; subsequent internationalization also in Eastern Europe

2008
First full-LED headlamp from HELLA

2010
First voltage converter

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

2013
World’s first LED matrix technology

2014
HELLA goes public

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"

2011
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”

Company Highlights

October 2023 - HELLA at a glance
HELLA maintains a high degree of customer proximity and seizes growth opportunities in all regions

International presence

Sales by region
Short Fiscal Year 2022

Employees by region
as at 31 December 2022

Europe
53%
€ 2,327 mill.

North, Central and South America
21%
€ 931 mill.

Asia/Pacific/RoW
26%
€ 1,153 mill.

worldwide
36,280

Europe excl. Germany
14,561
40%

East
7,962
22%

North, Central and South America
7,150
20%

Asia/Pacific/RoW
6,607
18%
HELLA is led by an experienced management team

Management Board

Michel Favre  
CEO, Human Resources, Sustainability, Quality, Legal and Compliance

Yves Andres  
Lighting

Stefan van Dalen  
Lifecycle Solutions

Bernard Schäferbarthold  
Finance, Controlling, Information Technology and Process Management

Jörg Weisgerber  
Electronics
The company is managed via a multidimensional matrix structure

Corporate structure

<table>
<thead>
<tr>
<th>Executive Board:</th>
<th>Executive Board:</th>
<th>Executive Board:</th>
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</thead>
<tbody>
<tr>
<td>Ondrej Benes</td>
<td>Binyi Bai</td>
<td>Inga HaBenewert</td>
</tr>
<tr>
<td>Stefanie Brettn</td>
<td>Heiko Berk</td>
<td>Saskia Schumacher</td>
</tr>
<tr>
<td>Boštjan Furlan</td>
<td>Dr. Naveen Gautam</td>
<td>Christoph Söhngen</td>
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<tr>
<td>Christian Gürke</td>
<td>Jens Hunecke</td>
<td>Ulf Steinberg</td>
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<tr>
<td>Dr. Christof Hartmann</td>
<td>Sebastian Keils</td>
<td>Dr. Mario Winkelhaus</td>
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<tr>
<td>Thomas Jauch</td>
<td>Mary Anne Krasemann</td>
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<tr>
<td>Didier Keskas</td>
<td>Clement-Minoru Kubota</td>
<td></td>
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<tr>
<td>Dr. Michael Kleinies</td>
<td>Gerold Lucas</td>
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<tr>
<td>Silke Krome</td>
<td>Andreas Lütkes</td>
<td></td>
</tr>
<tr>
<td>Svenja Laurie</td>
<td>Johannes Müller</td>
<td></td>
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<table>
<thead>
<tr>
<th>Executive Board:</th>
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</thead>
<tbody>
<tr>
<td>Peter Neuhoft</td>
<td>Mihaela Popa</td>
<td></td>
</tr>
<tr>
<td>Ludger Rembeck</td>
<td>Jörg Schock</td>
<td></td>
</tr>
<tr>
<td>Karl Schary</td>
<td>Guido Schütte</td>
<td></td>
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<tr>
<td>Dr. Tobias Sprute</td>
<td>Kay Talmi</td>
<td></td>
</tr>
<tr>
<td>Barnabas Szabo</td>
<td>Heike Wessels</td>
<td></td>
</tr>
<tr>
<td>Alexander Werner</td>
<td>Joachim Ziethen</td>
<td></td>
</tr>
</tbody>
</table>

International HELLA Companies

General Partner: Hella Geschäftsführungsgesellschaft mbH
Managing Directors of Hella Geschäftsführungsgesellschaft mbH: Michel Favre (Chair), Yves Andres, Stefan van Dalen, Bernard Schäferbarthold, Jörg Weisgerber
Chairman of the Supervisory Board: Andreas Renschler
Shareholder Committee: Dr. Wolfgang Ziebarth (Chair), Patrick Koller, Judith Buss, Nolwenn DeLaunay, Olivier Durand, Andreas Renschler, Christophe Schmitt, Jean-Pierre Sounillac
# HELLA Sustainability Roadmap

## Climate
- **2025:** 100% neutral production
- **2030:** -45% company CO2 footprint vs. 2019 for FORVIA
- **2045:** NetZero company

## Energy
- **2025:** 100% renewable electricity supply
- Transition to renewable heat
- **2025:** -20% energy intensity vs. 2019

## Waste
- **2025:** -9% waste intensity in our operations in vs. 2019

## Learning Organization
- **2030:** 25 training hrs per employee per year

## Diversity & inclusion
- **2027:** 27% share of females in managers and professionals

## Business Etics
- **2025:** 100% of targeted employees trained on code of ethics / conduct

## Health & Safety
- **2025:** Accident Rate <2.2 Accidents per Mio. hours worked

## Responsible supply chain
- **2025:** 95% of purchase volume of key suppliers with sustainability assessment

*Accidents per Mio hours worked with time lost

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October 2023 - HELLA at a glance
Key performance indicators at a glance

HELLA at a glance

Selected key figures
in € million

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Reported Group sales</td>
<td>4,410</td>
<td>6,326</td>
</tr>
<tr>
<td>Currency and portfolio-adjusted Group sales</td>
<td>4,261</td>
<td>6,326</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>222</td>
<td>279</td>
</tr>
<tr>
<td>Reported EBIT</td>
<td>383</td>
<td>278</td>
</tr>
<tr>
<td>Adjusted EBIT margin</td>
<td>5.0%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Reported EBIT margin</td>
<td>8.7%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Adjusted free cash flow from operating activities</td>
<td>83</td>
<td>-213</td>
</tr>
<tr>
<td>Reported free cash flow from operating activities</td>
<td>246</td>
<td>-267</td>
</tr>
<tr>
<td>R&amp;D expenses</td>
<td>458</td>
<td>693</td>
</tr>
<tr>
<td>R&amp;D ratio</td>
<td>10.4%</td>
<td>11.0%</td>
</tr>
<tr>
<td></td>
<td>31 December 2022</td>
<td>31 May 2022</td>
</tr>
<tr>
<td>Net financial liquidity / debt</td>
<td>43</td>
<td>-387</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>41.9%</td>
<td>42.5%</td>
</tr>
</tbody>
</table>
FORVIA: a 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</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>global automotive technology supplier</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>76 R&amp;D centers</td>
<td>&gt;8% of sales Gross R&amp;D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>291 Plants/industrial sites</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43 countries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>150 nationalities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15,000 R&amp;D engineers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>157,000 employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14,000+ patents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,000 programs in 2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All figures at December 31, 2022

October 2023 - HELLA at a glance
A comprehensive portfolio: six international Business Groups with differentiating product lines

Seating
- Seat structures
- Complete seats

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

Clean Mobility
- Ultra low emissions solutions for passenger and light commercial vehicles
- Zero emission hydrogen solutions for mobility, energy storage and distribution

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

Lighting
- Headlamps
- Rear Lamps
- Interior Lighting
- Car Body Lighting

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

* Including SAS Interior Modules
** Including Clarion Electronics Commercial Solutions
All figures at December 31, 2022

Activities Faurecia
Activities HELLA
Activities Faurecia & HELLA

<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>45,000+ employees</td>
<td>38,000+ employees</td>
<td>20,000+ employees</td>
<td>6,000+ / 11,800+ employees</td>
<td>18,200+ employees</td>
<td>4,200+ employees</td>
</tr>
<tr>
<td>77 industrial sites</td>
<td>89 industrial sites</td>
<td>84 industrial sites</td>
<td>11 / 18 industrial sites</td>
<td>22 industrial sites</td>
<td>6 industrial sites</td>
</tr>
<tr>
<td>13 R&amp;D centers</td>
<td>31 R&amp;D centers</td>
<td>18 R&amp;D centers</td>
<td>19 / 19 R&amp;D centers</td>
<td>12 R&amp;D centers</td>
<td>8 R&amp;D centers</td>
</tr>
</tbody>
</table>

October 2023 - 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

People
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

October 2023 - HELLA at a glance
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

&gt; A rapidly growing Group, aligned with key automotive megatrends

&gt; Leading position in all activities with differentiating technologies

&gt; A sustainable and customer-focused organization

&gt; A Group ready to anticipate and drive mobility transition

€31bn
order intake in 2022

€30bn
sales in 2025*

>€300m
synergies in 2025*

CO₂
Net Zero
from 2045*

* Current FORVIA scope

All figures at December 31, 2022