



Technology with Vision

HELLA Group Overview

March 2018



HELLA – Partner of the automotive industry and the aftermarket for over 100 years

FACTS & FIGURES

- Global market-listed, family-owned company with more than 125 locations in roughly 35 countries
- Sales of € 6.6 billion FY 2016/2017
- Approx. 38,000 employees worldwide, thereof almost 7,000 in Research & Development
- One of the top 40 automotive suppliers in the world and one of the 100 largest German industrial companies

SEGMENT

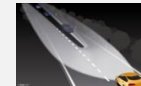
PRODUCT EXAMPLES

Automotive Lighting

Sales:
~ € 2.8 bill.



Full-LED Headlamps



Glare-free beam light

Automotive Electronics

Sales:
~ € 2.2 bill.



Energy Management



Automated Driving

Aftermarket

Sales:
~ € 1.2 bill.



Spare Parts /
Workshop equipment



Wholesale

Special Applications

Sales:
~ € 0.4 bill.



Lighting technology for
Special original equipment



Lighting technology for
marine

HELLA Group

Corporate Structure



Dr. Rolf Breidenbach
President and CEO

**Business Segment
Automotive**

**Business Segment
Aftermarket**

**Business Segment
Special Applications**

Sales Automotive
Dr. Matthias Schöllmann

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

**Human Resources, Logistics
and Process Management**
Stefan Osterhage

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

**Business Division
Lighting**

Dr. Rolf Breidenbach
Dr. Frank Huber
(Deputy)

Executive Board:

Dr. Michael Babo,
Dr. Andreas Brinkhoff,
Michael Colberg,
Kamilslav Fadel,
Dr. Christof Hartmann,
John Kuijpers,
Dr. Ulf Merschmann,
Andreas Rummert,
Michael Sohn,
Matthias Thiemann,
Robert Zagel

**Business Division
Electronics**

Dr. Rolf Breidenbach

Executive Board:

Heiko Berk,
Dr. Naveen Gautam,
Jens Grösch,
Michael Jaeger,
Ralf Kuhl,
Gerold Lucas,
Bernd Münsterweg,
Frank Petznick,
Björn Twiehaus,
Jörg Weisgerber,
Joachim Ziethen

**Business Division Aftermarket &
Special Applications**

Dr. Werner Benade

Executive Board:

Stefan van Dalen,
Dominik Görts,
Dr. Andreas Habeck,
Anja Wetzel,
Dr. Nicolas Wiedmann

International HELLA Companies

General Partner: HELLA Geschäftsführungsgesellschaft mbH

Management Board of HELLA Geschäftsführungsgesellschaft mbH:

Dr. Rolf Breidenbach (CEO), Dr. Werner Benade, Stefan Osterhage, Bernard Schäferbarthold, Dr. Matthias Schöllmann

Chairman of the Supervisory Board: Prof. Dr. Michael Hoffmann-Becking

Shareholder Committee: Manfred Wennemer (Chairman), Dr. Jürgen Behrend, Roland Hammerstein, Dr. Gerd Kleinert, Klaus Kühn, Dr. Matthias Röpke, Konstantin Thomas



HELLA Group History

1899 – 2017: Milestones



Founding
of the West-
fälische
Metall
Industrie
AG

1899



HELLA
becomes a
trademark

1908



**First
factory
abroad** in
Australia

1961



**Start of
production
in China**

1992



**Beginning
of Network
Strategy:**
Joint Venture
for air
conditioning
control units
and front-end
modules
with Behr

1999



**Continuation
of Network
Strategy:**
Joint Venture
for diagnostics
with Gutmann;
Joint Venture
for chassis
electronics and
driver
assistance
systems
with Mando

2008



**HELLA
becomes a
listed
company**
On 11
November
2014 HELLA
shares are
traded for the
first time on the
Frankfurt Stock
Exchange.

2014



**MULTIBEAM
LED:**

84 individually
controllable
LEDs per
headlamp
adjust the light
distribution
dynamically,
depending on
traffic, weather,
and road
conditions. The
adaptive High
Beam Assistant
Plus also
ensures that
high beam is
used more
frequently

2016

- 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

Today

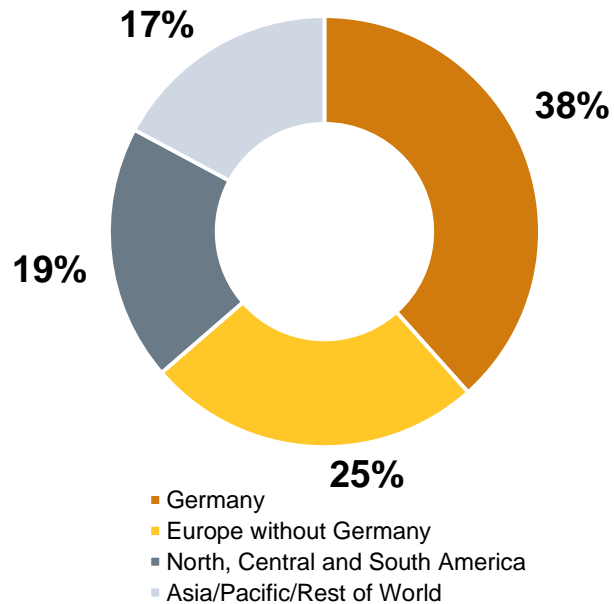
* Based on a market study commissioned by HELLA



HELLA Group

Regional market coverage – Fiscal Year 2016/2017

Sales Automotive by regions FY 2016/2017

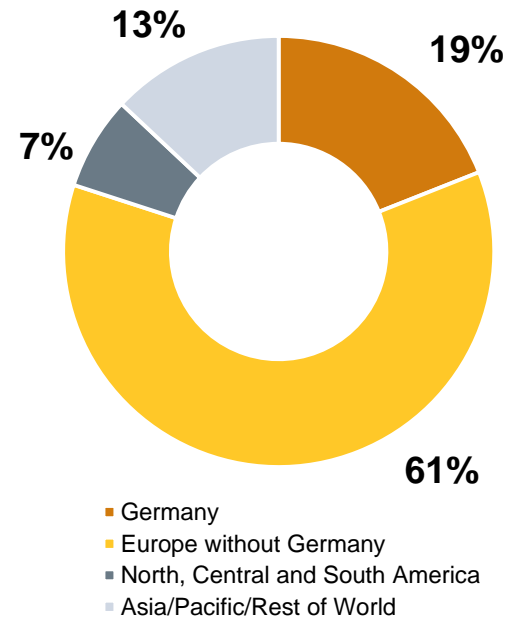


Sales* of € 5.0 billion



Presence boosted in global growth markets

Sales Aftermarket and Special Applications by regions FY 2016/2017



Sales* of € 1.6 billion



Business focus Europe ("regional business")

* with third-party companies, without intersegment sales / HELLA customer view

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Business development FY 2015/2016 – FY 2016/2017

Key figures of the income statement	Fiscal Year 2015/2016	Fiscal Year 2016/2017	Change
Sales in € billion	6.4	6.6	+4%
Adjusted EBIT in € million (% of sales)	476 (7.5%)	534 (8.1%)	+12% (+0.6 percentage points)
EBIT in € million (% of sales)	420 (6.6%)	507 (7.7%)	+21% (+1.1 percentage points)
Adjusted EBITDA in € million (% of sales)	858 (13.5%)	946 (14.4%)	+10% (+0.9 percentage points)
(% of EBITDA) in € million sales)	816 (12.8%)	919 (14.0%)	+13% (+1.2 percentage points)

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Development of key figures FY 2015/2016 – 2016/2017

Important key figures	Fiscal Year 2015/2016	Fiscal Year 2016/2017	Change
Equity in € billion	2.0	2.2	12%
Equity Ratio	39.6%	39.5%	- 0.1 percentage points
Net Debt / EBITDA	0.3x	0.3x	
Research & Development Expenditure in € million	623	636	2%
Employees as of balance sheet date (May 31)	33,689	37,716	12%

HELLA Group

Global network

→ 37,716 employees* are working for HELLA at more than 125 locations in roughly 35 countries



Nord-, Mittel- und Südamerika

- Brazil ■ ▲ ○
- Mexico ■ ▲ ○
- USA ■ ▲ ○

LEGEND

- → Sales
- ▲ → Production
- → Development

Europe

- Austria ■ ▲ ○
- Belgium ■
- Bosnia-Herzegovina ■ ▲
- Czech Republic ■ ▲ ○
- Denmark ■ ▲ ○
- Finland ■ ▲ ○
- France ■ ○
- Germany ■ ▲ ○
- Greece ■
- Hungary ■
- Italy ■
- Lithuania ▲
- Netherlands ■
- Norway ■
- Russia ■
- Poland ■
- Portugal ■
- Romania ■ ▲ ○
- United Kingdom ■

Asia / Pacific & RoW

- Slovakia ▲ ○
- Slovenia ▲ ○
- Spain ■ ▲
- Switzerland ■
- Turkey ■
- Australia ■ ▲
- China ■ ▲ ○
- Dubai ■
- India ■ ▲ ○
- Japan ■ ○
- New Zealand ■ ▲ ○
- Philippines ■ ▲
- Singapore ■
- South Korea ■ ▲ ○
- Vietnam ○
- South Africa ■

* As of balance sheet date (May 31, 2017)