HELLA Group
Overview
April 2020
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 some 35 countries

- **Sales of € 7.0 billion** in Fiscal Year 2018/2019

- Around **39,000 employees** worldwide, thereof almost **8,000 in Research & Development**

- Attractive business portfolio with the three segments **Automotive, Aftermarket and Special Applications**

<table>
<thead>
<tr>
<th>SEGMENT</th>
<th>PRODUCT EXAMPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automotive Lighting</strong> Sales: ~ € 3.2 bill.</td>
<td>Full-LED Headlamps</td>
</tr>
<tr>
<td></td>
<td>Glare-free beam light</td>
</tr>
<tr>
<td><strong>Automotive Electronics</strong> Sales: ~ € 2.5 bill.</td>
<td>Energy Management</td>
</tr>
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<td></td>
<td>Automated Driving</td>
</tr>
<tr>
<td><strong>Aftermarket</strong> Sales: ~ € 0.7 bill.</td>
<td>Independent Aftermarket</td>
</tr>
<tr>
<td></td>
<td>Workshop Equipment</td>
</tr>
<tr>
<td><strong>Special Applications</strong> Sales: ~ € 0.4 bill.</td>
<td>Lighting technology for Special original equipment</td>
</tr>
<tr>
<td></td>
<td>Lighting technology for marine</td>
</tr>
</tbody>
</table>
## HELLA Group Corporate Structure

### Executive Board:
- **Dr. Rolf Breidenbach**
  - President and CEO

### Business Segment: Automotive
- **Business Division Lighting**
  - Dr. Frank Huber
- **Executive Board:**
  - Marcel Bartling, Jens Grösch, Dr. Christof Hartmann, Didier Keskas, Dr. Michael Kleinkes, Christian Päschel, Michael Sohn, Barnabas Szabo, Wolfgang Vlasaty

### Business Segment: Aftermarket
- **Business Division Electronics**
  - Dr. Rolf Breidenbach, Björn Twiehaus (Deputy)
- **Executive Board:**
  - Heiko Berk, Jörg Brandscheid, Dr. Naveen Gautam, Jens Grösch, Michael Jaeger, Ralf Kuhl, Gerold Lucas, Andreas Lütkes, Bernd Münsterweg, Frank Petznick, Guido Schütte, Jörg Weisgerber, Joachim Ziethen

### Business Segment: Special Applications
- **Executive Manager:**
  - Stefan van Dalen
- **Executive Manager:**
  - Dr. Nicolas Wiedmann

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

### Human Resources
- **Dr. Rolf Breidenbach**

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

### International HELLA Companies

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**General Partner:** Hella Geschäftsführungs-gesellschaft mbH

**Management Board of Hella Geschäftsführungsgesellschaft mbH:**
- Dr. Rolf Breidenbach (CEO), 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

- Founding of the Westfälische Metall Industrie AG
- HELLA becomes a trademark
- 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

1899
1908
1961
1992
1999
2008
2014
2016
Today

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

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

- Beginning of Network Strategy:
  Joint Venture for air conditioning control units and front-end modules with Behr
- Continuation of Network Strategy:
  Joint Venture for diagnostics with Gutmann;
  Joint Venture for chassis electronics and driver assistance systems with Mando

- First factory abroad in Australia
- Start of production in China

* Based on a market study commissioned by HELLA
HELLEA Group
Regional market coverage – Fiscal Year 2018/2019

Sales Automotive by regions
- Germany: 17%
- Europe without Germany: 35%
- North, Central and South America: 26%
- Asia/Pacific/Rest of World: 22%

Sales* of € 5.8 billion

Sales Aftermarket and Special Applications by regions
- Germany: 17%
- Europe without Germany: 27%
- North, Central and South America: 11%
- Asia/Pacific/Rest of World: 45%

Sales* of € 1.1 billion

Presence in all relevant core markets of the automotive industry

Business focus Europe ("regional business")

* Total segment sales / HELLA customer view
### HELLA Group Overview

**Business development FY 2017/2018 and FY 2018/2019**

<table>
<thead>
<tr>
<th>Key figures of the income statement</th>
<th>Fiscal Year 2017/2018</th>
<th>Fiscal Year 2018/2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales reported</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million (%)</td>
<td>7,060 (8.3%)</td>
<td>6,990 (8.4%)</td>
<td>-1.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(+5.0% currency and portfolio-adjusted)</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted EBIT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million (%)</td>
<td>552 (8.3%)</td>
<td>585 (8.4%)</td>
<td>+5.9%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(+0.1 percentage points)</td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million (%)</td>
<td>574 (8.1%)</td>
<td>808 (11.6%)</td>
<td>+40.6%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(+3.4 percentage points)</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted EBITIDA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million (%)</td>
<td>992 (15.0%)</td>
<td>962 (13.8%)</td>
<td>-3.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(-1.2 percentage points)</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in € million (%)</td>
<td>1,018 (14.4%)</td>
<td>1,191 (17.0%)</td>
<td>+17.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(+2.6 percentage points)</td>
<td></td>
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</tbody>
</table>
## HELLA Group Overview | April 2020

### HELLA Group

Development of key figures FY 2017/2018 and FY 2018/2019

<table>
<thead>
<tr>
<th>Important key figures</th>
<th>Fiscal Year 2017/2018</th>
<th>Fiscal Year 2018/2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity in € million</td>
<td>2,478</td>
<td>2,968</td>
<td>+19.8%</td>
</tr>
<tr>
<td>Equity Ratio</td>
<td>41.9%</td>
<td>46.3%</td>
<td>+ 4.5 percentage points</td>
</tr>
<tr>
<td>Net financial liquidity / debt</td>
<td>-187</td>
<td>66</td>
<td>+253</td>
</tr>
<tr>
<td>Research &amp; Development Expenditure in € million</td>
<td>568</td>
<td>611</td>
<td>+7.5%</td>
</tr>
<tr>
<td>Employees as of balance sheet date (as at 31 May)</td>
<td>40,263</td>
<td>38,845</td>
<td>-3.5%</td>
</tr>
</tbody>
</table>
→ 38,845 employees* are working for HELLA at more than 125 locations in some 35 countries

* As at 31 May 2019