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

All figures at December 31, 2021
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

<table>
<thead>
<tr>
<th></th>
<th>Activities Faurecia</th>
<th>Activities HELLA</th>
<th>Activities Faurecia &amp; HELLA</th>
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</thead>
<tbody>
<tr>
<td>Employees</td>
<td>42,540</td>
<td>34,180</td>
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<tr>
<td>Sites</td>
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<tr>
<td>R&amp;D centers</td>
<td>13</td>
<td>24</td>
<td>18</td>
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<tr>
<td></td>
<td>5,870/11,120</td>
<td>18,320</td>
<td>4,160</td>
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<tr>
<td>Employees</td>
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<tr>
<td>Sites</td>
<td>87</td>
<td>86</td>
<td>13/16</td>
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<tr>
<td>R&amp;D centers</td>
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<td>13/16 R&amp;D centers</td>
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<tr>
<td></td>
<td>26</td>
<td>11</td>
<td>5</td>
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<td></td>
<td>8/32</td>
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<tr>
<td></td>
<td>13/16 R&amp;D centers</td>
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<tr>
<td></td>
<td>5 R&amp;D centers</td>
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</table>
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
02.

HELLA LITHUANIA AT A GLANCE
Key Facts

HELLA Lithuania is a pure production site

- We are industrializing new production projects and running series production
- Our responsibility ranges from taking care of purchased parts and manufacturing equipment until delivery of the final product to the customer
- We support HELLA’s global sales team to acquire projects and the global development teams in the design of our products

We have all functions on site which are necessary to run our operations smoothly

- Production, Launch Management, Logistics, Technical Service and Quality departments are preparing and running the business
- Purchasing, Finance & Controlling, Human Resources and Administration are supporting them

Product portfolio consists only of automotive electronics parts
Decision Rationale

Overall strategic rationale for a new plant in Europe – running out of space in the mid-term

High availability of qualified workforce
- High availability of education e.g. Kaunas TU
- High English level
- Low attrition rates

Highly developed country
- Part of the EU, EURO zone and NATO
- Very good road/sea infrastructure

Good manufacturing availability and high electronics motivation

Lithuania was chosen out of originally 17 countries – decision after evaluation of empirical data, on-site visits, interviews with international companies located in Lithuania and consultation of HELLA customers
Location

Plant located in Kaunas Free Economic Zone (FEZ)
8.8 km to Kaunas city center and 7.3 km to Kaunas airport
Land Plot

Kaunas Free Economic Zone selected due to favorable location, pre-installed infrastructure & expansion possibility

Total size of land plot: 89,297m²

- Utilization in four construction steps
- Extension started 2nd production module & engineering center

Up to 450 employees after second construction phase

Plant today

- 7,592 m² shopfloor
- 5,670 m² warehouse
- 3,300 m² office
Flexible Workspace

Combination of open work spaces with meeting areas and deep focus stations

- Height adjustable tables with monitor, docking station, comfortable chairs
- Mobile table reservation system
- Relaxing work spaces for spontaneous discussions
- Meeting places in open space as well as closed rooms
- Think Tanks for highly focused tasks of 1-2 persons
- Auditorium for meetings of more than 60 persons
- Small lockers for personal belongings with mailbox opening
- Personal hand luggage for belongings (Laptop, Keyboard, Documents, ..)
Team Structure

374 employees employed by 01.10.2023
33,05 years the average age

All employees are trained
based on the requirements of their positions in existing HELLA plants and central departments
HLT DNA

Being the team of openminded intrapreneurs in automotive electronics

Growing together
Acting as one team leading by example with integrity. Keeping focus on continuous development of each other.

Working as intrapreneurs
Being result oriented, driving efficiency and proactively handling our commitments.

Being open minded
Considering feedback as a gift and constructively sharing our knowledge
Company highlights

- Groundbreaking / Start of construction
- Official opening ceremony
- Award: 3rd best employer in Lithuania in manufacturing
- First shipment to the customer
- SOP of 3rd iBtP project
- IATF letter of conformity received
- SOP of 4th iBtP project
- Legal registration of UAB HELLA Lithuania
- Waste Gate Actuator for turbocharged gasoline engines
- 4 Mio € sales generated in FY18/19
- IATF 16949 and ISO 9001 certification audits passed

SOP – start of production
iBtP – internal Build to Print
Company highlights and roadmap

- **24GHz Radar Sensor** for rear applications
  - Mar., 2020
- **MLS BiLED 2.0** front LED lighting (iBtP project)
  - May, 2020
- **Matrix Kit** for more efficient fuel consumption
  - Jul., 2020
- **Fuel Control Module II**
  - May, 2020
- **MRA2** PCBAs for the interior lighting (iBtP project)
  - Apr., 2020
- **BiLED 4.0** for turbocharged diesel & gasoline engines
  - Jan., 2021
- **Universal Turbo Actuator 3** for electronically commutated motors
  - May, 2021
- **Motor Position Sensor** for more efficient fuel consumption
  - Oct., 2021
- **Vehicle Level Sensor** for active suspension control
  - Mar., 2021
- **Electric Braking Booster Sensor**
  - Apr., 2021
  - Jul., 2022
- **Inductive Motor Position Sensor + IBC**
  - Used in electro hydraulic braking systems
  - 2023
- **Fuel Control Module I**
  - 2023
  - 2024
- **2023**
- **77GHz Radar Sensor** for dynamic objects & environment modelling
  - 2023
- **77GHz Radar Sensor** for dynamic objects & environment modelling
  - 2024

**15 Mio € sales** generated in FY20/21

**~40 Mio € sales**
Experience

An active management of know-how and Lessons Learned allows a consistently high quality in the HELLA network

Focus on implementation of low-risk projects

- First project launches with focus on proven process technologies and products (Lighting assembly groups, Fuel Control Module (FCM) Waste Gate Actuator (WGA), Radar Sensor)

Standardized plant layout, business processes and SAP

- Plant layout is unified regarding material flow and planning of different areas based on experience from existing plants
- Key operations and logistics processes are defined with headquarters according to corporate processes
- Setup of SAP system was derived from these results

Strong engagement of lead plants, technology networks and central functions

- Lead plant concept involves experienced HELLA engineers to ensure a high quality level worldwide
- Technology networks include project support, monthly conference calls and yearly Face2Face meetings to address challenges with core technologies
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