

HELLA at a glance



July 2022



A new global leader uniquely positioned to grow and accelerate innovation...

FORVIA

<p>Six Business Groups</p>	<p>150,000 employees</p>	<p>300 sites</p>
<p>1 of 2 vehicles worldwide equipped with FORVIA products</p>	<p>FORVIA Inspiring mobility</p>	<p>42 countries</p>
<p>80 OEM customers</p>	<p>35,000 engineers</p>	<p>150 nationalities</p>

... creating the
7th largest auto supplier

2025 ambition

Revenue
> € 33 billion

EBITDA margin
> 15.5%

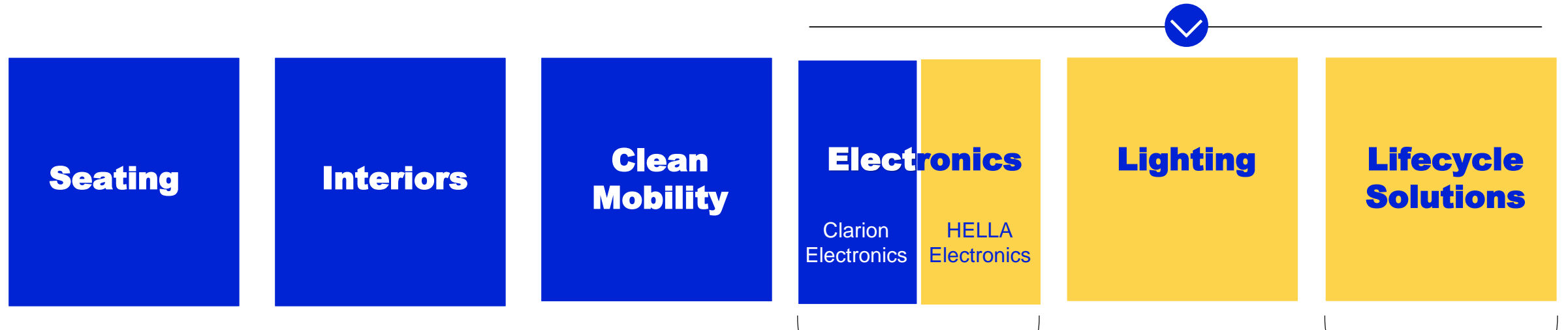
Operating margin
> 8.5%


Net Cash Flow generation
(% of Sales)
> 5%


Six world class Business Groups are the operational backbone of the factual FORVIA Group

Business Groups

Three accountable Business Groups are created within HELLA
They will be equipped with support functions in line with Faurecia model, through the reallocation of existing corporate resources before 01/07/22



 Faurecia activities based in Nanterre (France) or Saitama (Japan)

 HELLA activities based in Lippstadt (Germany)

The 2 entities will cooperate intensively to drive synergies and develop the business

The BG will cooperate with corresponding businesses at Faurecia to drive synergies and develop the business

HELLA stands for high-performance lighting technology, automotive electronics and Lifecycle Solutions

Business portfolio



Lighting

Product lines:

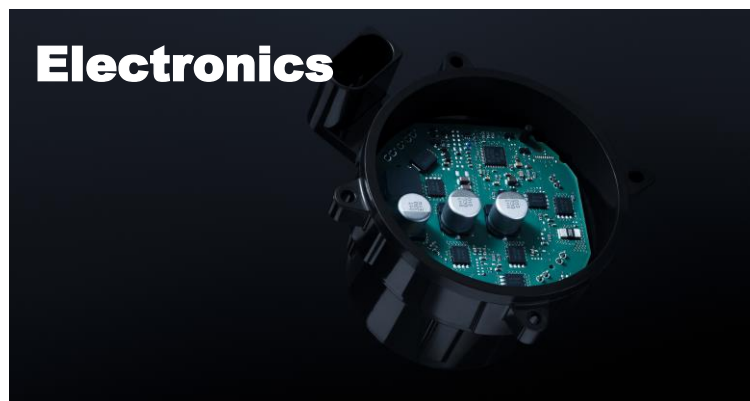
- Headlamps
- Rear combination lamps
- Interior lighting
- Car body lighting



€ 2.9 billion (45%)



~19,000



Electronics

Product lines:

- Sensors and actuators
- Automated driving
- Lighting and body electronics
- Energy management

€ 2.5 billion (39%)

~11,000



Lifecycle Solutions

Product lines:

- Independent Aftermarket
- Workshop Solutions
- Special Original Equipment

€ 0.9 billion (14%)

~4,000

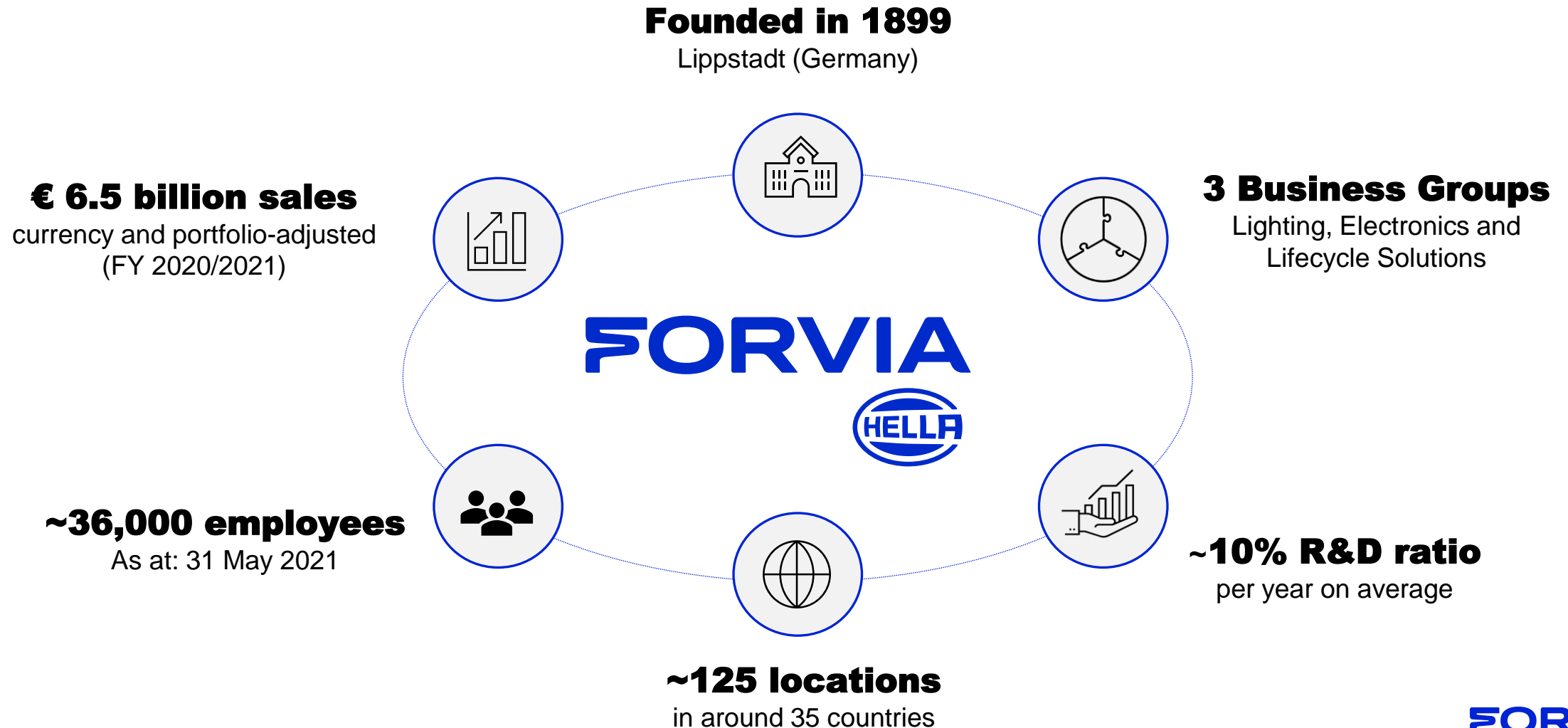
Automotive

Aftermarket

Special Applications

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

HELLA in overview



The history of HELLA: from the first acetylene lamp to the chip-based headlamp

Company history



1899
Founded as "Westfälische Metall Industrie AG"



1957
The first electronics product: the fully electronic flasher unit



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

1961
Start of internationalization: first foreign factory



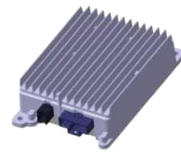
1986
"Hella" becomes the company name

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



1999
Start of the network strategy

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



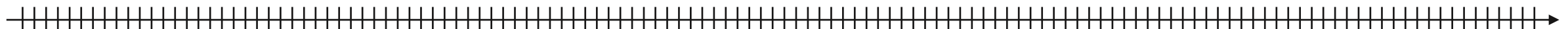
2016
Multibeam LED headlamp

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"



Company Highlights

Product Highlights

HELLA maintains a high degree of customer proximity and seizes growth opportunities in all regions

International presence

 **Sales by region**
Fiscal year 2020/2021

 **Employees by region**
as at 31 May 2021

worldwide
36,500

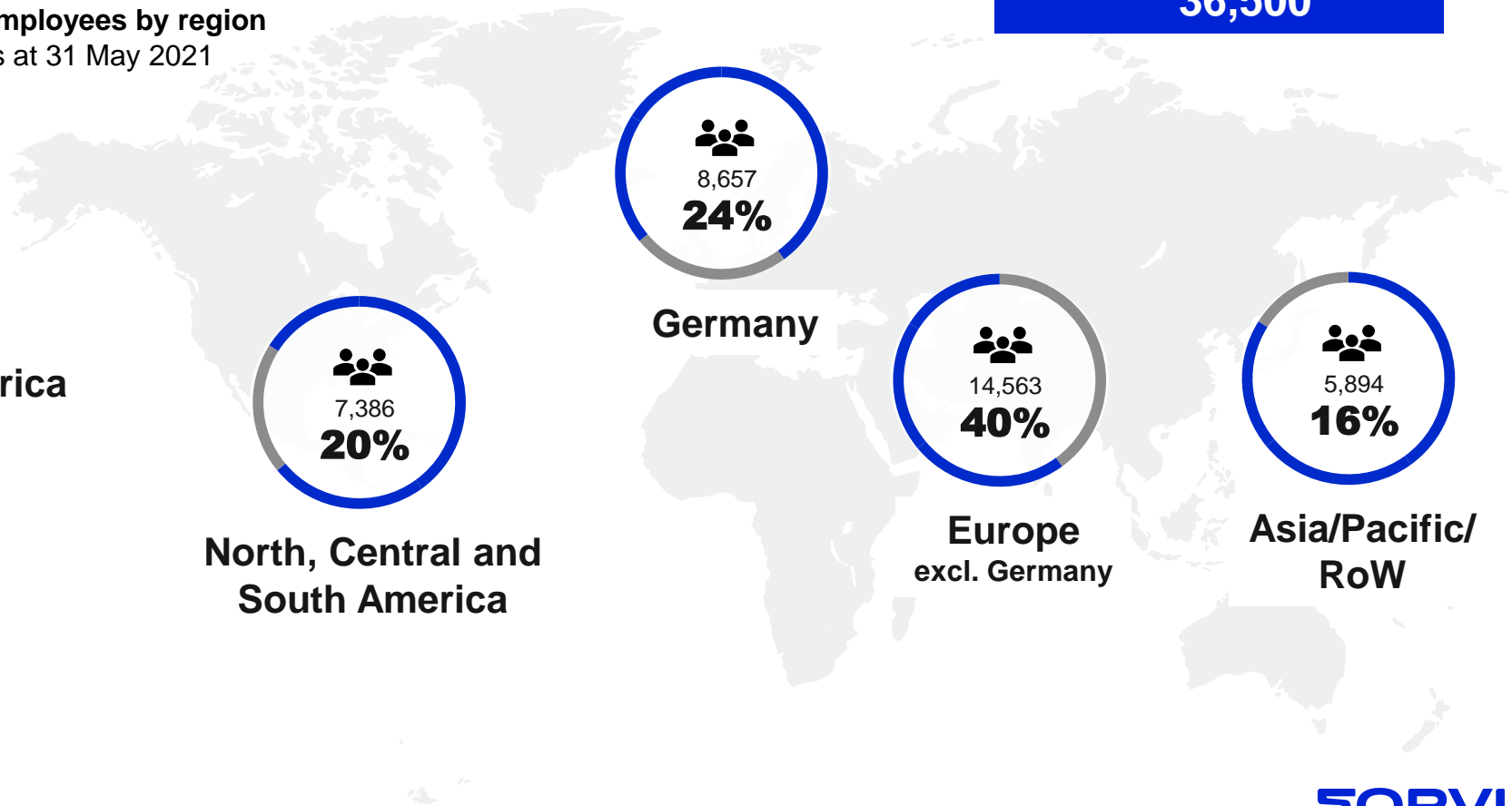
Europe



North, Central and South America



Asia/Pacific/RoW



HELLA is led by an experienced management team

Management Board



Michel Favre

CEO, Purchasing, Quality,
Legal and Compliance



Yves Andres

Automotive Lighting



Dr. Lea Corzilius

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



Michel Favre President and CEO			
Business segment Automotive		Business segment Aftermarket	Business segment Special Applications
Business Group Lighting Yves Andres	Business Group Electronics Björn Twiehaus	Business Group Lifecycle Solutions Dr. Lea Corzilius	
Finance, Controlling, Information Technology and Process Management Bernard Schäferbarthold	Executive Board: Stefanie Brettin Boštjan Furlan Christian Göke Dr. Christof Hartmann	Executive Board: Binyi Bai Heiko Berk Dr. Naveen Gautam Jens Grösch	Executive Board: Stefan van Dalen Inga Haßenewert Saskia Schumacher Christoph Söhnchen
Human Resources Dr. Lea Corzilius	Didier Keskas Dr. Michael Kleinkes Silke Krome Svenja Laurie Peter Neuhoff Ludger Rembeck	Jens Hunecke Gerold Lucas Andreas Lütke Karsten Müller David Schajer Guido Schütte	Ulf Steinberg Daniel Wehsarg
Purchasing, Quality, Legal and Compliance Michel Favre	Michael Sohn Dr. Tobias Sprute Barnabas Szabo Wolfgang Vlasaty Alexander Werner	Jörg Weisgerber Joachim Ziethen	
International HELLA Companies			

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: Klaus Kühn

Shareholder Committee: Carl-Peter Forster (Chair), Patrick Koller, Nolwenn Delauney, Klaus Kühn, Christophe Schmitt, Jean-Pierre Sounillac

Key performance indicators at a glance

HELLA at a glance

Selected key figures

in € million and % of sales

	FY 2020/2021	FY 2019/2020	Change
Currency and portfolio-adjusted Group sales	6,505	5,739	+13.3%
Reported Group sales	6,380	5,829	+9.4%
Adjusted EBIT	510	227	+125.0%
Reported EBIT	454	-343	+232.2%
Adjusted EBIT margin	8.0%	4.0%	+4.0 pp
Reported EBIT margin	7.1%	-5.9%	+13.0 pp
Adjusted free cash flow from operating activities	217	222	-2.1%
Reported free cash flow from operating activities	74	205	-64.0%
R&D expenditures	603	620	-2.7%
R&D ratio	9.5%	10.8%	-1.3 pp
	31 May 2021	31 May 2020	Change
Net financial debt / liquidity	103	-140	+243
Equity ratio	40.6%	37.0%	+3.6 pp

pp = percentage points

FORVIA

