



Technology with Vision

# HELLA Group Overview

June 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
- More than **40,000 employees** worldwide, thereof over **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

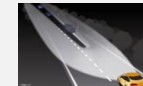
## PRODUCT EXAMPLES

### 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**

**Business Division  
Lighting**

Dr. Rolf Breidenbach  
Dr. Frank Huber  
(Deputy)

**Business Division  
Electronics**

Dr. Rolf Breidenbach

**Business Division Aftermarket &  
Special Applications**

Dr. Werner Benade

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

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

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

**Executive Board:**

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

**Executive Board:**

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

**Executive Board:**

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

International HELLA Companies

General Partner: HELLA Geschäftsführungsgesellschaft mbH

Management Board of HELLA Geschäftsführungsgesellschaft mbH:

Dr. Rolf Breidenbach (CEO), Dr. Werner Benade, Dr. Frank Huber, Stefan Osterhage, Bernard Schäferbarthold

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 – 2018: 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

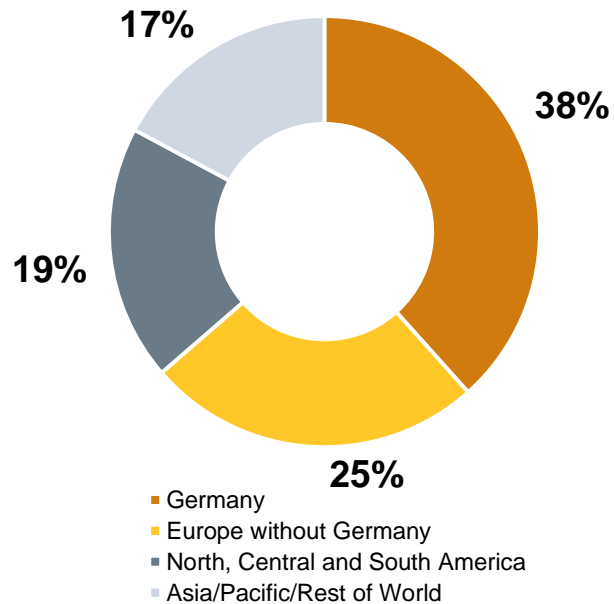
\* Based on a market study commissioned by HELLA



# HELLA Group

## Regional market coverage – Fiscal Year 2016/2017

### Sales Automotive by regions FY 2016/2017

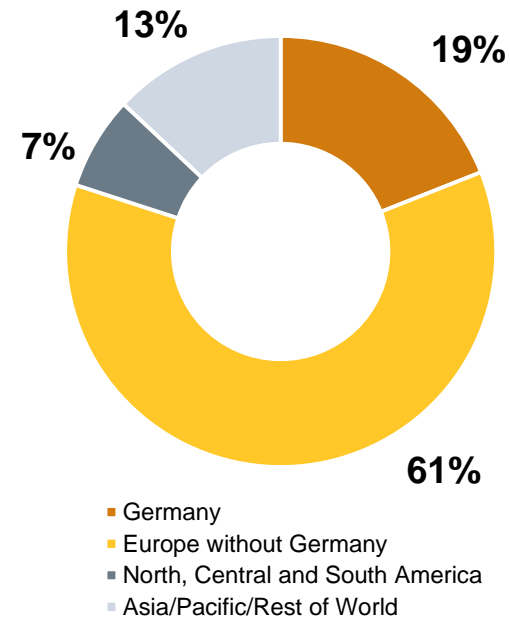


Sales\* of € 5.0 billion



**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

# HELLA Group

## Business development FY 2015/2016 – FY 2016/2017

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

# HELLA Group

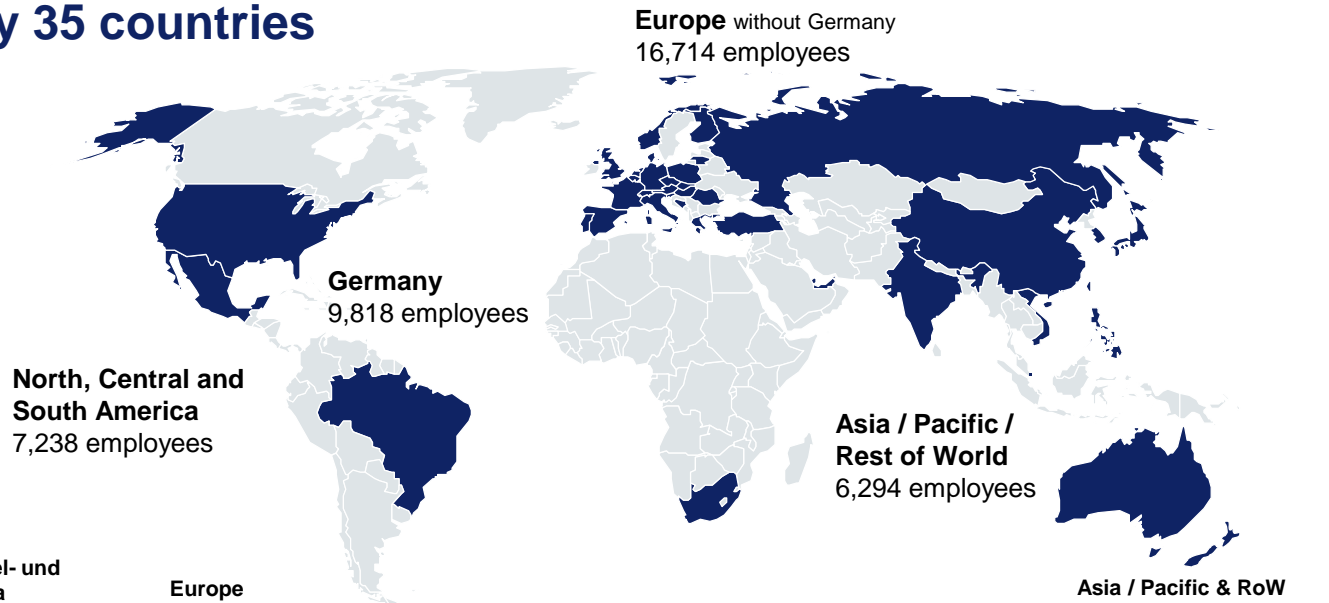
## Development of key figures FY 2015/2016 – 2016/2017

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

# HELLA Group

## Global network

→ 40,064 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 at February 28, 2018