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

<table>
<thead>
<tr>
<th>FACTS &amp; FIGURES</th>
<th>SEGMENT</th>
<th>PRODUCT EXAMPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global market-listed, family-owned company with more than 125 locations in roughly 35 countries</td>
<td>Automotive Lighting</td>
<td>Full-LED Headlamps</td>
</tr>
<tr>
<td>Sales of € 7.1 billion in Fiscal Year 2017/2018</td>
<td>Automotive Electronics</td>
<td>Glare-free beam light</td>
</tr>
<tr>
<td>More than 40,000 employees worldwide, thereof over 7,000 in Research &amp; Development</td>
<td>Aftermarket</td>
<td>Energy Management</td>
</tr>
<tr>
<td>One of the top 40 automotive suppliers in the world and one of the 100 largest German industrial companies</td>
<td>Special Applications</td>
<td>Automated Driving</td>
</tr>
</tbody>
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Automotive Electronics Sales: ~ € 2.4 bill. | Aftermarket Sales: ~ € 1.2 bill. | Special Applications Sales: ~ € 0.4 bill. |

Automotive Lighting Sales: ~ € 3.0 bill. | Independent Aftermarket | Lighting technology for Special original equipment |

Automated Driving | Workshop Equipment | Lighting technology for marine |
# HELLA Group

## Corporate Structure

### General Partner:
Hella Geschäftsführungsgesellschaft mbH

### Management Board of Hella Geschäftsführungsgesellschaft mbH:
- Dr. Rolf Breidenbach (CEO)
- Dr. Werner Benade
- Dr. Frank Huber (Deputy)
- Stefan Osterhage
- Bernard Schäferbarthold
- Dr. Nicole Schneider

### 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

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<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Business Division</th>
<th>Executive Board</th>
<th>Business Division</th>
<th>Executive Board</th>
<th>Business Division</th>
<th>Executive Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
<td>Lighting</td>
<td>Marcel Bartling, Dr. Christof Hartmann, Sascha Heißenhüttel, Torben Karasek, Dr. Michael Kleinkes, John Kuijpers, Dr. Ulf Merschmann, Andreas Rummert, Michael Sohn, Barnabas Szabo, Wolfgang Vlasaty</td>
<td>Electronics</td>
<td>Dr. Rolf Breidenbach</td>
<td>Aftermarket &amp; Special Applications</td>
<td>Dr. Werner Benade</td>
</tr>
<tr>
<td>Aftermarket</td>
<td></td>
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<tr>
<td>Special Applications</td>
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### International HELLA Companies

Executive Board:
- Dr. Andreas Brinkhoff, Stefan van Dalen, Dominik Görts, Dr. Andreas Habeck, Dr. Nicolas Wiedmann

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### Finance, Controlling and Information Technology
Bernard Schäferbarthold

### Logistics and Process Management
Stefan Osterhage

### Human Resources
Dr. Nicole Schneider

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

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**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, Dr. Nicole Schneider

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

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HELLA Group

History

1899 – 2018: Milestones

- **Founding** of the Westfälische Metall Industrie AG
- **1899**: HELLA becomes a trademark
- **1908**: HELLA becomes a trademark
- **1961**: First factory abroad in Australia
- **1992**: Start of production in China
- **1999**: Beginning of Network Strategy: Joint Venture for air conditioning control units and front-end modules with Behr
- **2008**: Continuation of Network Strategy: Joint Venture for diagnostics with Gutmann; Joint Venture for chassis electronics and driver assistance systems with Mando
- **2014**: HELLA becomes a listed company
- **2016**: 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

Today

- 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

* Based on a market study commissioned by HELLA
HELLA Group
Regional market coverage – Fiscal Year 2017/2018

Sales Automotive by regions

Sales* of € 5.4 billion

- Germany: 18%
- Europe without Germany: 21%
- North, Central and South America: 34%
- Asia/Pacific/Rest of World: 27%

Presence boosted in global growth markets

Sales Aftermarket and Special Applications by regions

Sales* of € 1.6 billion

- Germany: 13%
- Europe without Germany: 7%
- North, Central and South America: 17%
- Asia/Pacific/Rest of World: 63%

Business focus Europe ("regional business")

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

**Business development FY 2016/2017 – FY 2017/2018**

<table>
<thead>
<tr>
<th>Key figures of the income statement</th>
<th>Fiscal Year 2016/2017</th>
<th>Fiscal Year 2017/2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales in € million</td>
<td>6,585</td>
<td>7,060</td>
<td>+7%</td>
</tr>
<tr>
<td>Adjusted EBIT in € million (% of sales)</td>
<td>534 (8.1%)</td>
<td>581 (8.2%)</td>
<td>+9% (+0.1 percentage points)</td>
</tr>
<tr>
<td>EBIT in € million (% of sales)</td>
<td>507 (7.7%)</td>
<td>574 (8.1%)</td>
<td>+13% (+0.4 percentage points)</td>
</tr>
<tr>
<td>Adjusted EBITDA in € million (% of sales)</td>
<td>946 (14.4%)</td>
<td>1,024 (14.5%)</td>
<td>+8% (+0.1 percentage points)</td>
</tr>
<tr>
<td>EBITDA in € million (% of sales)</td>
<td>919 (14.0%)</td>
<td>1,018 (14.4%)</td>
<td>+11% (+0.4 percentage points)</td>
</tr>
</tbody>
</table>
## HELLA Group
Development of key figures FY 2016/2017 – FY 2017/2018

<table>
<thead>
<tr>
<th>Important key figures</th>
<th>Fiscal Year 2016/2017</th>
<th>Fiscal Year 2017/2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity in € million</td>
<td>2,226</td>
<td>2,478</td>
<td>+11%</td>
</tr>
<tr>
<td>Equity Ratio</td>
<td>39.5%</td>
<td>41.9%</td>
<td>+ 2.4 percentage points</td>
</tr>
<tr>
<td>Net Debt / EBITDA</td>
<td>0.3x</td>
<td>0.2x</td>
<td></td>
</tr>
<tr>
<td>Research &amp; Development Expenditure in € million</td>
<td>636</td>
<td>692</td>
<td>+9%</td>
</tr>
<tr>
<td>Employees as of balance sheet date (May 31)</td>
<td>37,716</td>
<td>40,263</td>
<td>+7%</td>
</tr>
</tbody>
</table>
HELLE Group
Global network

40,263 employees* are working for HELLE at more than 125 locations in some 35 countries

North, Central and South America
7,175 employees

Europe without Germany
16,880 employees

Asia / Pacific / Rest of World
6,377 employees

LEGEND

North, Central and South America
- Brazil
- Mexico
- USA

Europe
- Austria
- Belgium
- Bosnia-Herzegovina
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Greece

Asia / Pacific / RoW
- Australia
- China
- Dubai
- India
- Japan
- New Zealand
- Philippines
- Singapore
- South Korea
- Vietnam
- South Africa

* As at May 31, 2018