HELLO Group Overview

- Partner of the automotive industry and the aftermarket for over 100 years
- Global family-owned company with more than 100 locations in over 35 countries
- Sales of € 5.8 billion FY 2014/2015
- Approx. 32,000 employees worldwide, thereof over 6,000 in Research & Development
- One of the top 40 automotive suppliers in the world and one of the 100 largest German industrial companies

<table>
<thead>
<tr>
<th>Business Segments</th>
<th>Automotive</th>
<th>Aftermarket</th>
<th>Special Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighting</td>
<td>Electronics</td>
<td>Independent Aftermarket</td>
<td>Wholesale</td>
</tr>
<tr>
<td>• Headlamps</td>
<td>• Body Electronics</td>
<td>• Parts</td>
<td>• Full Range</td>
</tr>
<tr>
<td>• Rear Lamps</td>
<td>• Energy Management</td>
<td>• Wear Parts</td>
<td>• Parts</td>
</tr>
<tr>
<td>• Small Lamps</td>
<td>• Driver Assistance Systems</td>
<td>• Spare Parts</td>
<td>• Tools</td>
</tr>
<tr>
<td>• Interior Lighting</td>
<td>• Sensors</td>
<td>• Accessories</td>
<td>• Workshop Concepts</td>
</tr>
<tr>
<td>• Lighting Electronics</td>
<td>• Actuators</td>
<td>• Tools</td>
<td>• Services</td>
</tr>
<tr>
<td>• Electric Power Steering</td>
<td></td>
<td>• Technical Service</td>
<td>• Information</td>
</tr>
</tbody>
</table>
# HELLA Group
## Corporate Structure

### General Partners:
- Dr. Jürgen Behrend
  - Managing General Partner
- Dr. Rolf Breidenbach
  - President and CEO

### Business Segment: Automotive
- **Business Division Lighting**
  - Markus Bannert
- **Executive Board:**
  - Michael Colberg
  - Kamislav Fadel
  - Dr. Christof Hartmann
  - Dr. Frank Huber
  - Sandra Kißler
- **Dr. Ulf Merschmann**
  - Ignacio Moreno Betanzo
  - Matthias Thiemann
  - Daniel Wehsarg
  - Matthias Wiehen

### Business Division Electronics
- Dr. Rolf Breidenbach
- **Executive Board:**
  - Dr. Christian Amsel
  - Heiko Berk
  - Dr. Naveen Gautam
  - Jens Grösch
  - Michael Jaeger
  - Ralf Kuhl
  - Gerold Lucas
  - Bernd Münsterweg
  - Frank Petznick
  - Dr. Marc Rosenmayr
  - Joachim Ziethe

### Business Segment: Aftermarket
- **Business Division Aftermarket, Special OE and Industries**
  - Dr. Rolf Breidenbach
- **Executive Board:**
  - Dr. Jens-Holger Dodel
  - Dominik Görts
  - Dr. Andreas Habeck
  - Violetta Sosna
  - Dr. Nicolas Wiedmann

### Business Segment: Special Applications

### International HELLA Companies

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**General Partners:** Dr. Jürgen Behrend, HELLA Geschäftsführungsgesellschaft mbH
**Management Board of HELLA Geschäftsführungsgesellschaft mbH:**
- Dr. Rolf Breidenbach (CEO), Markus Bannert, Dr. Wolfgang Ollig, Stefan Osterhage, Dr. Matthias Schöllmann
**Chairman of the Supervisory Board:** Prof. Dr. Michael Hoffmann-Becking
**Shareholder Committee:** Manfred Wennemer (Chairman), Moritz Friesenhausen, Roland Hammerstein, Dr. Gerd Kleinert, Klaus Kühn, Dr. Matthias Röpke, Konstantin Thomas
HELLA Group
History

1899 – 2015: Milestones

1899
Founding of the Westfälische Metall Industrie AG

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

2013
Leader in LED-Technology Automotive Industrialization of the world's first matrix LED headlamps with glare-free high beam

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

2015
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 100 locations in over 35 countries
• More than 10 Joint Ventures

* Based on a market study commissioned by HELLA
HELLEA Group
Regional market coverage by location of end customers FY 2014/2015

Sales Automotive by regions FY 2014/2015

- Germany: 25%
- Europe without Germany: 33%
- NAFTA/South America: 13%
- Asia-Pacific/Rest of World: 29%

Sales* of € 4.4 billion

Presence boosted in global growth markets

Sales Aftermarket and Special Applications by regions FY 2014/2015

- Germany: 16%
- Europe without Germany: 61%
- NAFTA/South America: 8%
- Asia-Pacific/Rest of World: 15%

Sales* of € 1.4 billion

Business focus Europe ("regional business")

* with third-party companies, without intersegment sales
### HELLA Group Overview

**Business development FY 2013/2014 – FY 2014/2015**

<table>
<thead>
<tr>
<th>Key figures of the income statement</th>
<th>Fiscal Year 2013/2014</th>
<th>Fiscal Year 2014/2015</th>
<th>Changes compared to previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>5.3</td>
<td>5.8</td>
<td>+9%</td>
</tr>
<tr>
<td>in € billion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>656 (12.3%)</td>
<td>766 (13.1%)</td>
<td>+17%</td>
</tr>
<tr>
<td>in € million (% of sales)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>347 (6.5%)</td>
<td>430 (7.4%)</td>
<td>+24%</td>
</tr>
<tr>
<td>in € million (% of sales)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1) Adjusted on account of reclassification of other financial results. Further explanations are contained in the Notes to the Consolidated Financial Statement under number 6.
### HELLA Group
Development of key figures FY 2012/2013 – 2014/2015

<table>
<thead>
<tr>
<th>Important key figures</th>
<th>Fiscal Year 2012/2013¹</th>
<th>Fiscal Year 2013/2014¹</th>
<th>Fiscal Year 2014/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity in € billion</td>
<td>1.2</td>
<td>1.3</td>
<td>1.9</td>
</tr>
<tr>
<td>Equity Ratio</td>
<td>31%</td>
<td>30%</td>
<td>39%</td>
</tr>
<tr>
<td>Net Debt / EBITDA</td>
<td>0.7x</td>
<td>0.6x</td>
<td>0.2x</td>
</tr>
<tr>
<td>Research &amp; Development Expenditure in € million</td>
<td>444</td>
<td>514</td>
<td>544</td>
</tr>
<tr>
<td>Employees as of balance sheet date (May 31)</td>
<td>28,319</td>
<td>30,692</td>
<td>31,864</td>
</tr>
</tbody>
</table>

¹ Adjusted on account of reclassification of other financial results. Further explanations are contained in the Notes to the Consolidated Financial Statement under number 6.
**HELLA Group**

Global network

→ **31,864 employees*** are working for HELLA at more than 100 locations in over 35 countries

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**NAFTA/ South America**
4,481 employees

**Germany**
9,677 employees

**Europe** without Germany
12,102 employees

**Asia / Pacific / Rest of World**
5,604 employees

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**Legend**

- ▲ ➔ Sales
- △ ➔ Production
- ○ ➔ Development

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**NAFTA / South America**

→ Brazil
→ Mexico
→ USA

**Europe**

→ Austria
→ Belgium
→ Bosnia-Herzegovina
→ Czech Republic
→ Denmark
→ Finland
→ France
→ Germany
→ Greece
→ Hungary
→ Ireland
→ Italy
→ Netherlands
→ Norway
→ Russia
→ Poland
→ Portugal
→ Romania
→ United Kingdom
→ Slovakia
→ Slovenia
→ Spain
→ Switzerland
→ Turkey

**Asia / Pacific & RoW**

→ Australia
→ China
→ Dubai
→ India
→ Japan
→ New Zealand
→ Philippines
→ Singapur
→ South Korea
→ Thailand
→ Vietnam
→ South Africa

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* As of balance sheet date (May 31, 2015)