



Technology with Vision

Capital Markets Day 2018

**The Art of Sight:
Our Path to Autonomous Driving**

Berlin, February 15, 2018



Disclaimer

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This document contains an English translation of the accounts of the Company and its subsidiaries. In the event of a discrepancy between the English translation herein and the official German version of such accounts, the official German version is the legal valid and binding version of the accounts and shall prevail.

Capital Markets Day 2018

The Art of Sight – Berlin, February 15, 2018

TIME		TOPIC	WHO
10:30		Registration & Welcome	Dr. Kerstin Dodel
11:15	45 min	HELLA Group: Update on Strategic Positioning	Dr. Rolf Breidenbach
12:00	45 min	HELLA Group: Financials & Perspectives	Bernard Schäferbarthold
12:45	30 min	Q&A-Session	all
13:15	45 min	Lunch	all
14:00	45 min	HELLA's Approach to Autonomous Driving	Michael Jaeger, Kay Talmi
14:45	90 min	MARKET PLACES	
14:45	15 min	Market Place 1: Camera Software	Oliver Klenke
15:00	15 min	Market Place 2: Radar	Carsten Roch
15:15	15 min	Market Place 3: Artificial Intelligence / Deep Learning	Fabian Diegmann
15:30	15 min	Market Place 4: Validation / Testing	Tom Lüders
15:45	15 min	Market Place 5: Car Demonstration / Test Vehicle	Lars-Peter Becker, Thomas Dammeier
16:00	15 min	Market Place 6: HELLA Ventures-Incubator Berlin	Timon Rupp
16:15	30 min	Wrap-up / Closing remarks	all
16:45		End	

Capital Markets Day 2018

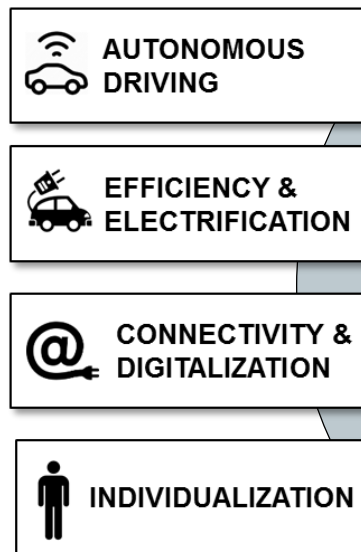
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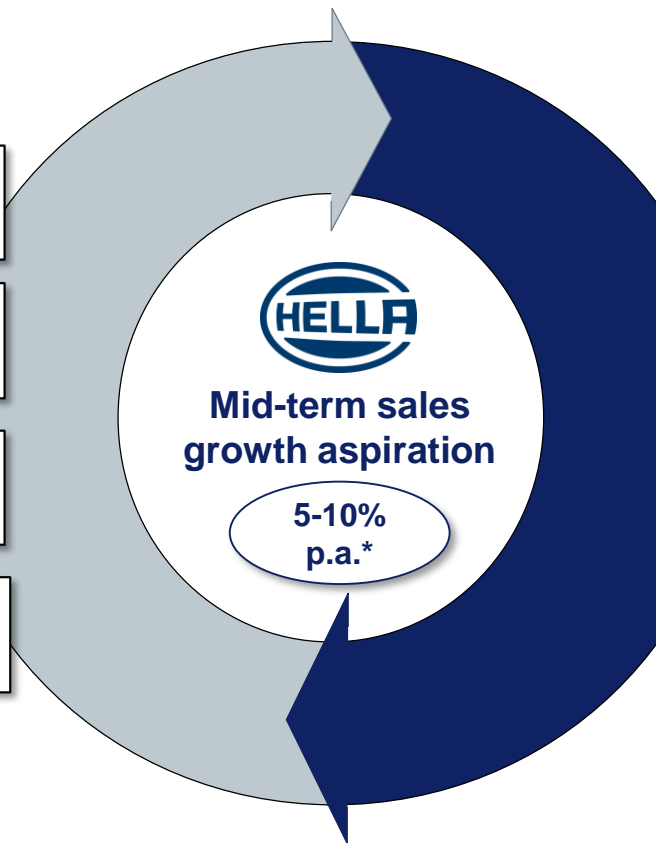
To continue its profitable growth path and to tap the full potential of market trends, HELLA follows a clear strategic action plan

HELLA Group – Strategic approach

AUTOMOTIVE MARKET TRENDS



STRATEGIC FOUNDATION PILLARS

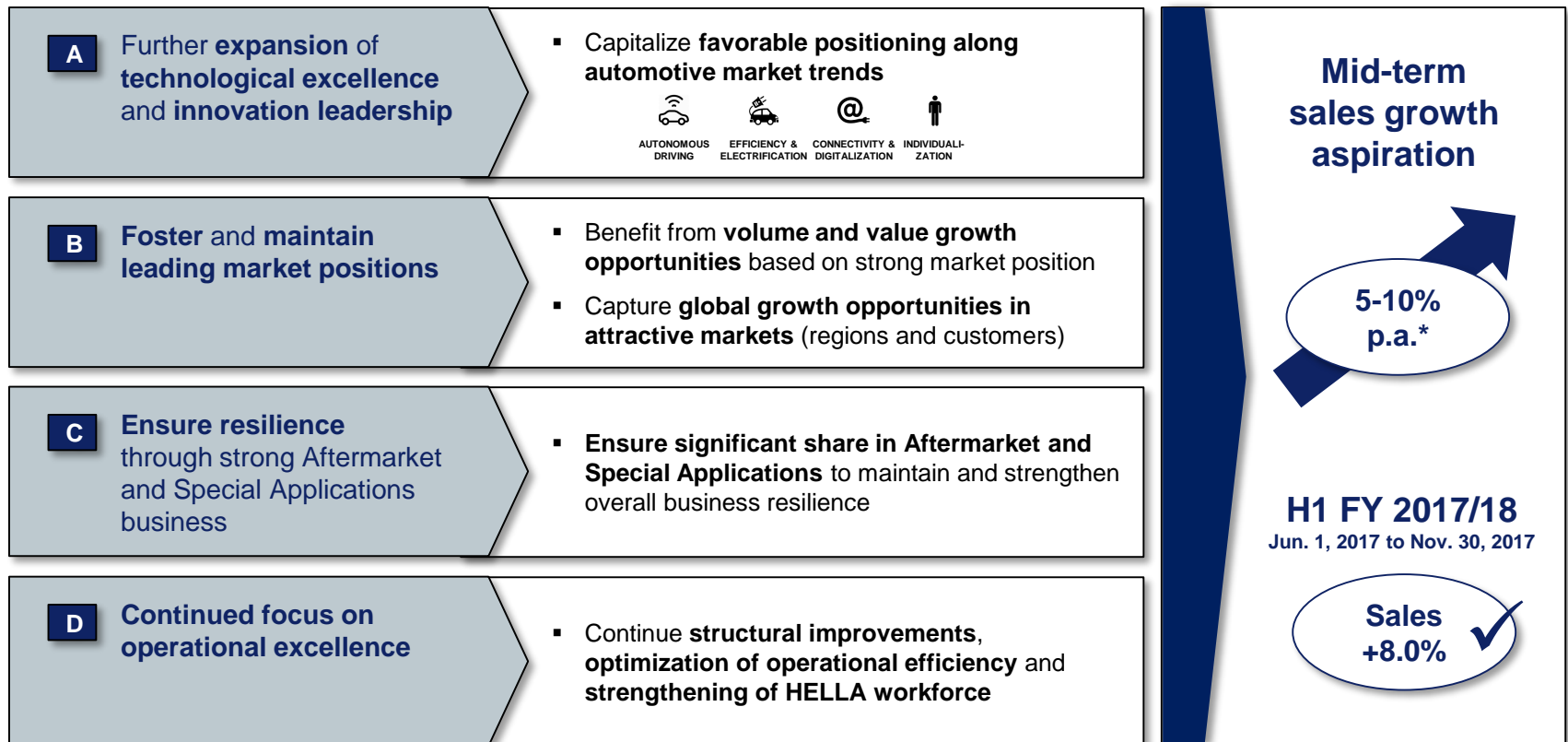


*Sales growth between 5-10% p.a. based on FX rate as of June 2017

HELLA's strategic action plan is well on track to capture market opportunities and fulfill growth aspiration

HELLA Group – Strategic action plan









STRATEGIC ACTION PLAN



*Sales growth between 5-10% p.a. based on FX rate as of June 2017

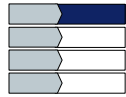
Major insights resulting from latest market developments have to be incorporated into HELLA's strategic action plan

HELLA Group – Latest insights into trend development

 AUTONOMOUS DRIVING (AD)	 EFFICIENCY & ELECTRIFICATION	 CONNECTIVITY & DIGITALIZATION	 INDIVIDUALIZATION
<ul style="list-style-type: none"> ▪ Safety regulations (NCAP) are pushing AD level 1-3 ▪ Increasing number of partnerships for AD level 4-5 ▪ Higher willingness of consumers to pay for AD features 	<ul style="list-style-type: none"> ▪ Accelerated penetration of electrified vehicles due to incentives and regulatory push ▪ Especially increasing demand for mild-hybrid solutions ▪ Strong growth in China 	<ul style="list-style-type: none"> ▪ Increasing importance of software: Increase in functionalities with car value shift from hardware to software ▪ 75% of vehicles estimated to have internet connection by 2020 	<ul style="list-style-type: none"> ▪ Stronger focus of OEMs and consumers on vehicle design features ▪ Increasing demand for passenger related applications and functionalities
 <p>Major implication</p> <ul style="list-style-type: none"> ➤ Increasing relevance of system competence and partnerships 	 <p>Major implication</p> <ul style="list-style-type: none"> ➤ Substantial growth opportunities for HELLA (worldwide, but especially in China) 	 <p>Major implication</p> <ul style="list-style-type: none"> ➤ New business opportunities e.g. cloud-based solutions, domain computer, digital aftermarket solutions 	 <p>Major implication</p> <ul style="list-style-type: none"> ➤ Additional growth opportunities for HELLA especially in the field of interior and car body lighting

By offering tailored solutions for all levels of automation, HELLA participates significantly in Autonomous Driving trend

A. Expansion of technological excellence & innovation leadership



Capitalize favorable positioning along automotive market trends

AUTONOMOUS DRIVING



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

- **Market penetration of existing ADAS* products further increased**
e.g. 24Ghz radar rolled-out in China and the US, first camera functionalities sold
- **Core technologies for autonomous driving further developed**
e.g. full NCAP camera software functionalities developed, LIDAR pre-development started, radiator grill for vehicle-to-pedestrian communication presented
- **System competence with new partnerships strengthened**
e.g. partnerships with ZF and NVIDIA successfully established

OUTLOOK

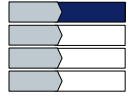
- **Drive position as strong component supplier incl. software competence**
e.g. push modular platform approach for radar products, introduce camera software business model, push further development of LIDAR sensor, roll-out SHAKE** sensor
- **Drive future lighting concepts as enablers for AD functionalities**
e.g. develop interior and car body lighting concepts with vehicle-to-X communication possibilities
- **Position HELLA as (sub-)system supplier**
e.g. enter market as Tier 1 supplier for automated parking applications, penetrate market for L4/L5 as Tier 2 supplier by leveraging partnership network

Next slide

*Advanced Driver Assistance Systems; **Structural Health And Knock Emission

Lighting will play an important role as enabler for Autonomous Driving functionalities

A. Expansion of technological excellence & innovation leadership



Capitalize favorable positioning along automotive market trends

AUTONOMOUS DRIVING

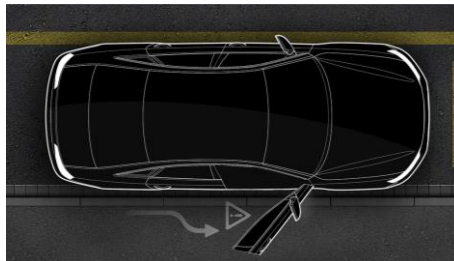


HIGHLIGHT: Car Body Lighting

CURRENT USE CASES



Illuminated grill as indication option for autonomously driving cars, presented at IAA 2017 in Frankfurt



Safety projections for autonomously driving cars, presented at NAIAS 2018 in Detroit

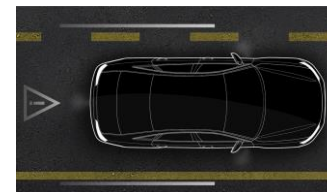
Examples of future light based communication features to support Autonomous Driving functionalities



Contour illumination



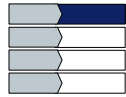
Breakdown warning



Advanced safety projections

HELLA focuses on attractive software and sensor solutions for efficient energy management of all powertrain concepts

A. Expansion of technological excellence & innovation leadership



Capitalize favorable positioning along automotive market trends

EFFICIENCY & ELECTRIFICATION



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

- **Market penetration of products for higher Internal Combustion Engine (ICE) efficiency increased**
e.g. take rate for Intelligent Battery Sensor, 12V DC/DC converters, and Fuel Control Modules increased, Purge Pump introduced
- **Enabler technologies for hybridization further rolled-out**
e.g. 48V DC/DC converter, Battery Management System
- **Core know-how for Full-Hybrid and Electric Vehicles strengthened**
e.g. competence regarding high-voltage Battery Management Systems increased, predevelopment of further high-voltage products started

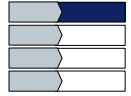
OUTLOOK

- **Push technologies for increased ICE efficiency**
e.g. localize Intelligent Battery Sensor in China and Nafta, develop next purge pump generations, push penetration of (standard) LED solutions
- **Enhance product offering for mild-hybrids**
e.g. foster modular Battery Management System family for different battery concepts (low/dual voltage), drive global roll-out of 48V DC/DC converter
- **Leverage Hybrid and Electric Vehicle competence further**
e.g. develop 2nd Battery Management System generation, introduce Battery Management System in China, push predevelopment of further high-voltage products

Next slide

Significant CO2 reduction of conventional powertrains thanks to HELLA's innovative electric purge pump

A. Expansion of technological excellence & innovation leadership

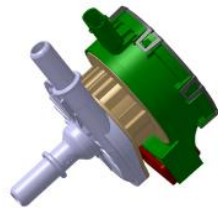


Capitalize favorable positioning along automotive market trends

EFFICIENCY & ELECTRIFICATION



HIGHLIGHT: Electric purge pump



Electric purge pump

KEY FACTS

- **Joint development** of HELLA and ebmpapst
- Pump cleans the canister from hydro-carbons
- Electrification of purging process **leads to a significant reduction of the vehicle's CO2 emissions**
- **Awarded by first customers** and SOP in 2019



Responsible for the "interface" unit

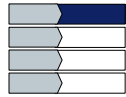
Develops the electric motor and the impeller for the pumping unit

NEXT STEPS

- Ensure smooth start of production
- Foster **global roll-out** (Europe, NSA and China)
- **Develop next purge pump generations** and expand partnership

HELLA pushes the development of new digital technologies, services and business models

A. Expansion of technological excellence & innovation leadership



Capitalize favorable positioning along automotive market trends

CONNECTIVITY & DIGITALIZATION



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

- **Competence concerning digital lighting solutions strengthened**
e.g. next generation of high definition (HD) matrix LED headlamp launched, laser high beam in serial production
- **New cloud-based business solutions developed**
e.g. cloud-based air quality sensor for air quality management in the vehicle, digital B2B2C service platform for the Aftermarket
- **Market for software solutions and services entered**
e.g. open and scalable business model for front camera software introduced

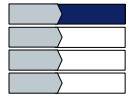
OUTLOOK

- **Further push headlamp strategy according to customer demands**
e.g. explore new use cases and functionalities for digitalized lighting solutions
- **Drive innovative “over the air” product solutions**
e.g. foster personalized proactive health management solutions, accelerate digital business models in the Aftermarket
- **Explore and push business model “software as a product”**
e.g. further roll-out of business model for camera software, analyze business potential for domain computers



HELLA's cloud-based air quality sensor results in better driving comfort and offers proactive health management solutions

A. Expansion of technological excellence & innovation leadership



Capitalize favorable positioning along automotive market trends

CONNECTIVITY & DIGITALIZATION



HIGHLIGHT: Cloud-based Air Quality Sensor



Particulate Matter Sensor (PM 2.5)

KEY FACTS

- Sensor from HELLA **measures the level of particulate matter** both inside and outside the vehicle
- **1st customer order received**
- **Partnership cooperation** with BreezoMeter
- **BreezoMeter enriches particulate matter data with cloud-based air quality data** to offer an enhanced and connected air quality management system



Responsible for Particulate Matter Sensor (PM 2.5)



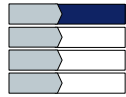
Provides algorithm to analyze particle concentration and enriches data with cloud-based air quality data

NEXT STEPS

- Work on further components for future interior comfort and health concepts
- Explore further use cases, e.g. Particulate matter information, Cloud-Based Clean Routing, Cloud-Based Health Recommendations

HELLA offers smart lighting and electronic solutions to cover increasing individualization demand of customers

A. Expansion of technological excellence & innovation leadership



Capitalize favorable positioning along automotive market trends

INDIVIDUALIZATION



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

- **Innovative interior and car body lighting functions launched**
e.g. light carpet, overhead console with integrated Matrix LED reading lamp, light bands, 1st generation of light grill illuminations introduced
- **Attractive rear end styling options realized**
e.g. first mass-produced OLED rear combination lamps with animated welcome scenarios
- **Sensor portfolio for individualization of vehicle functions strengthened**
e.g. predevelopment of advanced passive entry systems with digital keys / smart devices used as ID for car access authorization started

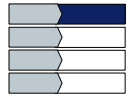
OUTLOOK

- **Drive lighting innovations for illumination of Car Body and “interior of the future”**
e.g. develop next generation of Multi-Lens-Array, start development of next generation of grill illuminations
- **Further explore new lighting technologies for rear end styling options**
e.g. flexible OLEDs, holography, diffractive optics (DOE), laser
- **Focus on electronics innovations for advanced personalization of vehicle features**
e.g. push development of digital key for smart access, explore smartphone integration



Interior Lighting as important enabler for individual styling options and passenger-related functionalities

A. Expansion of technological excellence & innovation leadership



Capitalize favorable positioning along automotive market trends

INDIVIDUALIZATION



HIGHLIGHT: Interior Lighting

CURRENT PRODUCT EXAMPLES

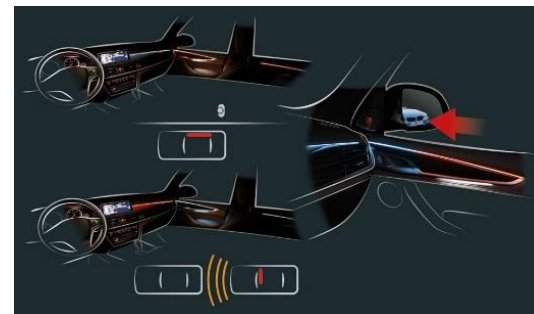
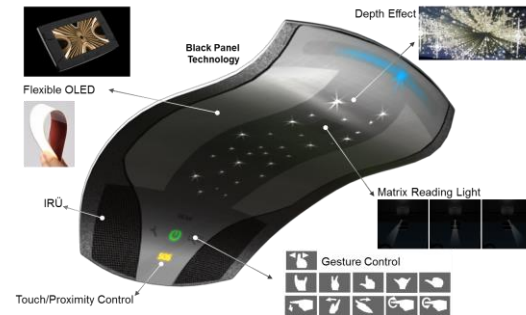


Ambient Lighting



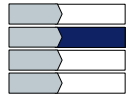
Overhead Consoles

Develop "Interior of the Future" as own ecosystem for individual styling and Autonomous Driving



To capture global growth opportunities, HELLA pursues a tailored product strategy for key regions

B. Foster and maintain leading market positions



Capture global growth opportunities in attractive markets

PRODUCT STRATEGY



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017



NAFTA

- **Market penetration of Electronics portfolio enhanced**
e.g. strong growth of Energy Management products and rear radar solutions in US
- **LED headlamp business increased**
e.g. projects with big US OEMs acquired



Europe

- **Market position in Energy Management further strengthened**
e.g. No 1 position with 48V DC/DC converters
- **Innovation leadership demonstrated with animated Lighting solutions**
e.g. OLED rear combination lamp with welcome scenario for premium OEM



China & India

- **Energy Management solutions awarded**
e.g. Battery Management System, 48V DC/DC converter
- **Market penetration of Lighting solutions increased**
e.g. industrialization of Halogen and LED modules in China

OUTLOOK

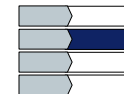
- **Continue roll-out of Electronics and localization of products**
e.g. push 48V DC/DC converters, drive existing portfolio & innovations (77GHz radar, SHAKE sensor)
- **Foster LED headlamp growth with local / international OEMs**
e.g. focus on advanced LED headlamp solutions

- **Boost further penetration of Electronics portfolio**
e.g. push introduction of 77GHz sensors; drive roll-out of camera software business
- **Maintain innovation leadership in Lighting**
e.g. develop innovative interior and car body lighting solutions, push further penetration of LED headlamps

- **Serve growing demand for electronics and lighting in China**
e.g. Accelerator Pedal Sensors, Battery Management System, 48V DC/DC converters LED lighting systems
- **Explore additional opportunities in India**
e.g. 48V Battery Management System li-ion (e-2/3 wheeler)

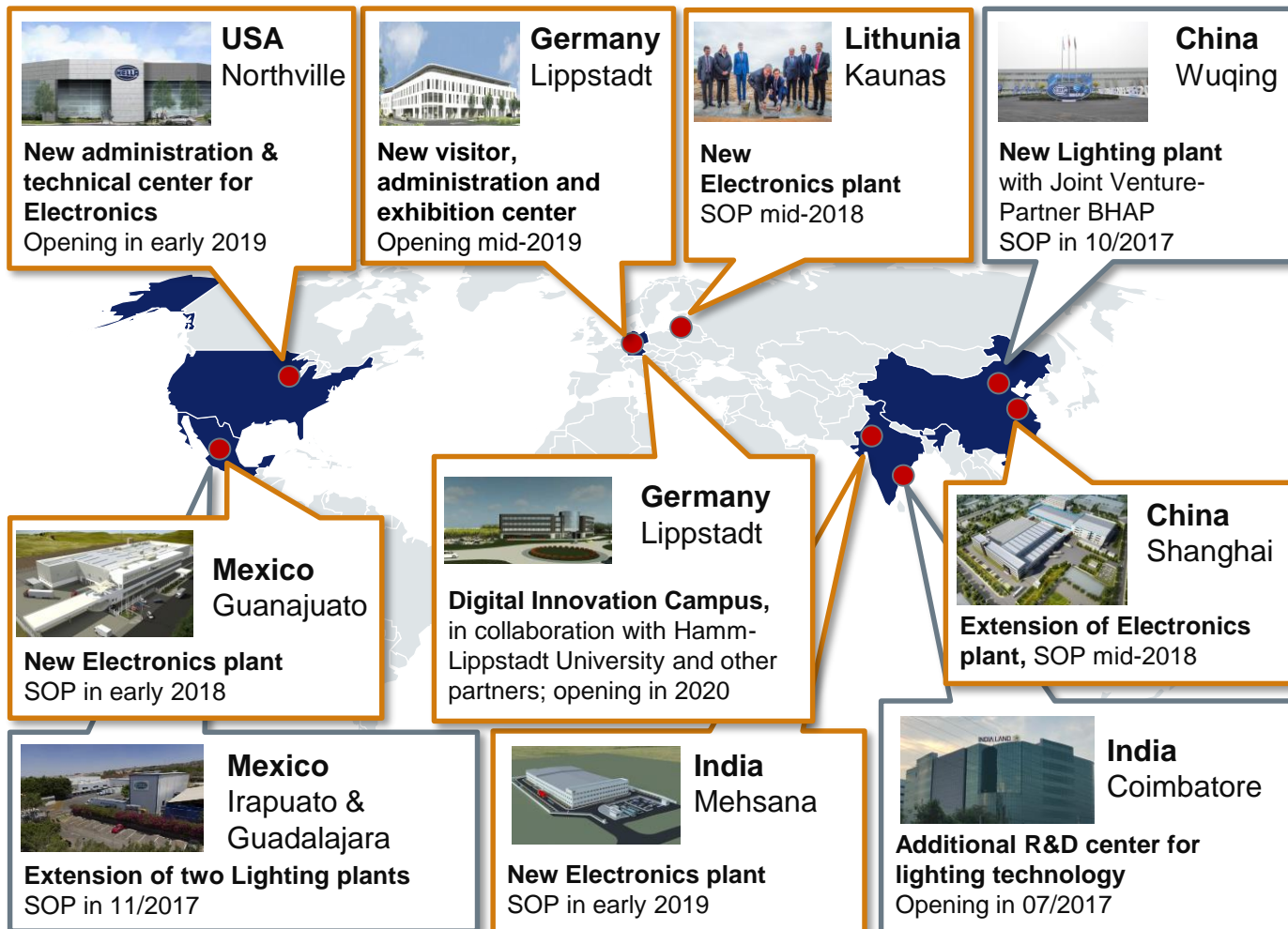
HELLA is continuously investing into its global footprint to foster and maintain leading market position

B. Foster and maintain leading market positions



Capture global growth opportunities in attractive markets

GLOBAL FOOTPRINT



 Key Achievements since last Capital Markets Day, June 2017

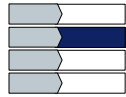
 Outlook

SOP: Start of production



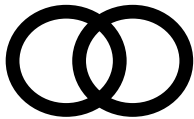
By enhancing its established partner network towards agile partnerships, HELLA further strengthens its market position













B. Foster and maintain leading market positions



Capture global growth opportunities in attractive markets!

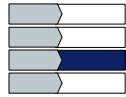
PARTNERSHIP NETWORK



TREND	Partnership examples	Kind of partnership	FOCUS
 AUTONOMOUS DRIVING		Open Cooperation	Development and marketing of modern assistance systems and autonomous driving functions
		Open Cooperation	Radar-based system technologies by combining radar sensors from HELLA and radar system chips from NXP
		Joint Venture	Development of radar systems ; InnoSenT exclusively sells all products and services in its automotive portfolio to HELLA
 EFFICIENCY & ELECTRIFICATION		Open Cooperation	Development of innovative electric actuating solutions ; first joint project will be the production of an electric purge pump significantly reducing CO2 emissions
 CONNECTIVITY & DIGITALIZATION		Open Cooperation	Development of a cloud-based air quality management system
		Seed Investment	Innovative software solution for cloud-based communication of vehicle data to workshops
 INDIVIDUALIZATION		Joint Venture	Development of individualized HMI concepts , e.g. innovative touch displays & gesture control devices
		Joint Venture	Design, development, production and logistics of individualized, integrated front-end modules

HELLA is pushing its Aftermarket business by offering new solutions along the digital value chain

C. Strong Aftermarket and Special Applications business



Ensure significant share in Aftermarket and Special Applications to maintain and strengthen overall business resilience



AFTERMARKET

KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

- **IAM product portfolio broadened**
e.g. core Electronics/Electrics products strengthened, vehicle specific lighting products launched, offering of 3rd party products enhanced
- **Workshop diagnostic tools and services successfully rolled-out**
e.g. new high-end diagnostic solution mega macs 77 presented, market penetration of camera/radar/sensor calibration tool increased
- **Digitalization of wholesale business further driven**
e.g. digital B2B2C service platform rolled-out in Denmark, E-commerce business strengthened

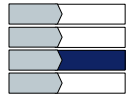
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OUTLOOK

- **Further strengthen IAM product portfolio**
e.g. enhance offering of Electronics/Electrics and universal lighting products, expand partner network, push roll-out of 3rd party products to additional markets
- **Further enhance workshop products and services**
e.g. set-up new digital offers and software driven business models (remote fleet manager, workshop broker platform), develop calibration solutions for complex cars
- **Refine wholesale distribution strategy**
e.g. roll out of digital service platform in Norwegian market, push wholesale business in Poland

New high end diagnostic device mega macs 77 successfully introduced to German market

C. Strong Aftermarket and Special Applications business



Ensure significant share in Aftermarket and Special Applications to maintain and strengthen overall business resilience



AFTERMARKET

HIGHLIGHT: mega macs 77



mega macs 77

VALUE PROPOSITION: HIGH-END TECHNOLOGY COMBINED WITH USER GUIDANCE

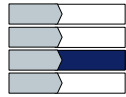
- **Successor product** of the diagnostic unit which is **market leading** in the DACH region
- **Higher usability** through Full HD 15.6" touchscreen and refined user interface
- **Real-time-repair concept** making daily workshop business faster and therefore more profitable
- Further step towards **fully guided repair**: step by step instructions and guided measurement with automated verification of results
- **Reduction of errors** through automatic VIN-identification with automated link to parts catalogue

OUTLOOK

- German **roll-out since early February**, international roll-out starting March
- mega macs 77 **hardware and software architecture as platform** for further products
- **Next-generation software** at Automechanika 2018, taking **guided repair** another step forward

HELLA is transferring its Automotive core competences to customer groups in the Special Applications segment

C. Strong Aftermarket and Special Applications business



Ensure significant share in Aftermarket and Special Applications to maintain and strengthen overall business resilience



SPECIAL APPLICATIONS

KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

- **Offering of innovative LED solutions increased**
e.g. new modular work-lamps & rear-lamps launched, safety projector Visiotech introduced, advanced front lighting systems applied in pre-development projects
- **Electrics / Electronics competence enhanced**
e.g. innovation cell established, advanced engineering project set-up, sophisticated sales and marketing training concept in place
- **Market position in multiple customer segments strengthened**
e.g. leading position in Europe in core customer segments such as agriculture and construction further improved

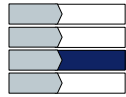
OUTLOOK

- **Drive further LEDfication**
e.g. build-up competences in intelligent lighting solutions, push Visiotech technology, broaden innovative roadmap (LED matrix beam, Shapeline), increase number of vehicle specific lighting projects
- **Boost growth of Electrics / Electronics business**
e.g. extend electronics scope (focus on sensors and actuators), foster cooperation and M&A opportunities
- **Penetrate growing customer segments**
e.g. drive growth in segments mining, power sports, and marine, push solutions for e-cars and small cars, explore further growth potential of truck business

Next slide

Innovative HELLA technologies for special vehicles increase workplace safety and the operator's comfort

C. Strong Aftermarket and Special Applications business



Ensure significant share in Aftermarket and Special Applications to maintain and strengthen overall business resilience



SPECIAL APPLICATIONS

HIGHLIGHT: Visiotech Technology



VISION

- Increasing workplace safety and the operator's comfort
- Visually warn or alert other vehicles or passersby
- Lead customer (Projection Module): LINDE (triangle symbol with a forklift)

Module 50 Spot



- Creates a bright warning spot on the ground



SL60 LED



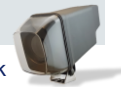
- Creates a line on the ground
- Customization option: Add a customer logo on the backside of the lamp



Projection Module

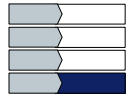


- Projects exclamation mark as warning symbol
- Perfect view even under daylight conditions
- Other symbols / working area warning projections possible



By continuously strengthening its operational excellence, HELLA further improves its competitiveness

D. Continued focus on Operational Excellence



Continue structural improvements, optimization of operational efficiency and strengthening of HELLA workforce

 STRUCTURE

 PROCESS

 PEOPLE

KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

- **Footprint and organizational structures further improved**
e.g. global production and development capacities expanded, Special Applications plant relocated to Eastern Europe, integration of Automotive Sales into business divisions initiated
- **Operational efficiency along the whole value chain increased**
e.g. IT landscape in Aftermarket and Special Applications consolidated, Deep Learning applied to improve quality and efficiency of production processes
- **Global workforce strengthened and further qualified**
e.g. employee base increased by 5%, E-learning rolled-out further, analysis of employee value proposition started, innovative work environments opened

OUTLOOK

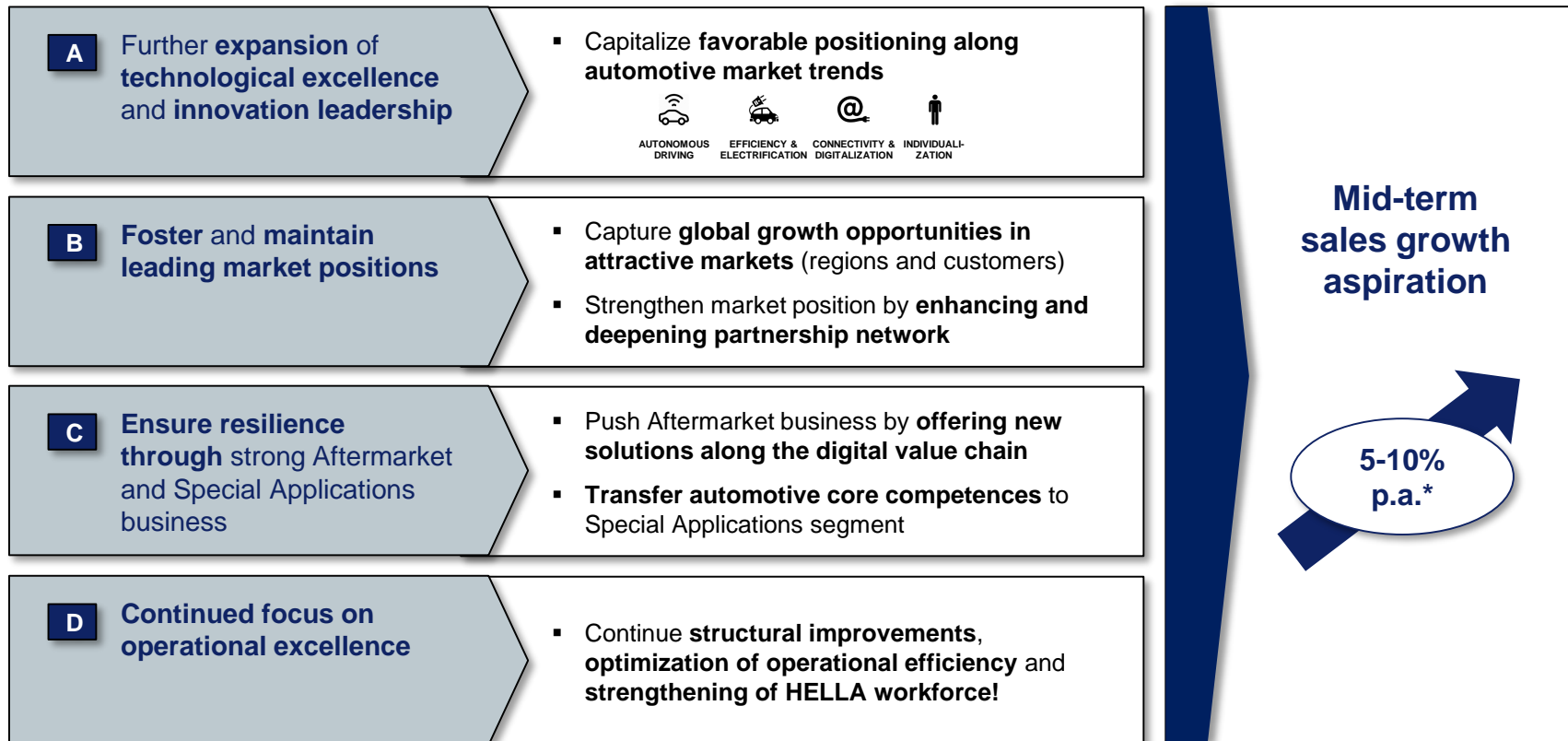
- **Drive footprint optimization and structural improvements**
e.g. continue expansion of global network, drive excellence program to further strengthen corporate functions, optimize Aftermarket sales & logistics network
- **Foster further increase of operational efficiency**
e.g. harmonize & invest in IT infrastructure, drive consolidation of ERP landscape, continue improvement programs, foster Business Process Management to standardize processes
- **Ensure attraction, retention and qualification of employees**
e.g. foster HR Excellence, ensure global knowledge transfer and roll-out of training concepts

The foundation pillars of HELLA's strategic action plan are still valid to ensure further profitable growth

HELLA Group – Strategic outlook

Profitable growth and benefiting from major market trends!

STRATEGIC ACTION PLAN



*Sales growth between 5-10% p.a. based on FX rate as of June 2017

Capital Markets Day 2018

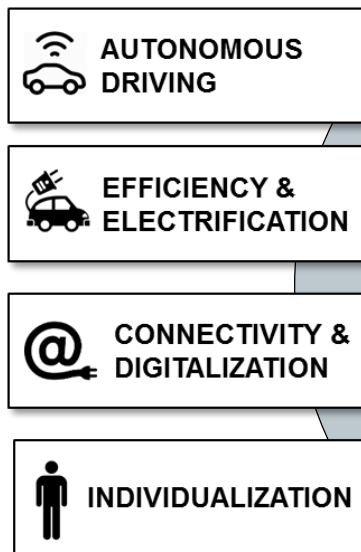
The Art of Sight – Berlin, February 15, 2018

TIME		TOPIC	WHO
10:30		Registration & Welcome	Dr. Kerstin Dodel
11:15	45 min	HELLA Group: Update on Strategic Positioning	Dr. Rolf Breidenbach
12:00	45 min	HELLA Group: Financials & Perspectives	Bernard Schäferbarthold
12:45	30 min	Q&A-Session	all
13:15	45 min	Lunch	all
14:00	45 min	HELLA's Approach to Autonomous Driving	Michael Jaeger, Kay Talmi
14:45	90 min	MARKET PLACES	
14:45	15 min	Market Place 1: Camera Software	Oliver Klenke
15:00	15 min	Market Place 2: Radar	Carsten Roch
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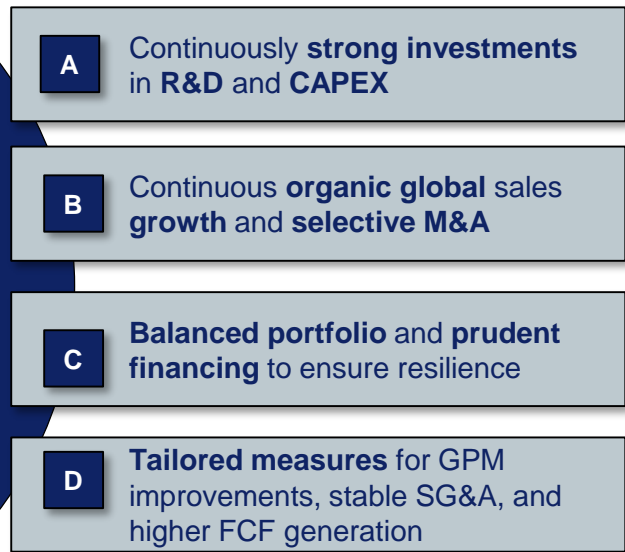
To secure and support its profitable growth path, HELLA has a close eye on key financial drivers

HELLA Group – Financial Drivers

AUTOMOTIVE MARKET TRENDS



FINANCIAL DRIVERS




*Sales growth between 5-10% p.a. based on FX rate as of mid 2017



Based on the defined financial drivers action plan, HELLA aspires to realize a positive development of its performance indicators

HELLA Group – Financial Drivers Action Plan

FINANCIAL DRIVERS ACTION PLAN

		FY 2017/18	mid-term target
A Continuously strong investments in R&D and CAPEX	<ul style="list-style-type: none"> Capitalize favorable positioning along automotive market trends! 		
B Continuous organic global sales growth and selective M&A	<ul style="list-style-type: none"> Benefit from volume and value growth opportunities based on strong market position! Capture global growth opportunities in attractive markets (regions and customers)! 	Sales growth excluding FX between 5-10% ✓	Sales growth between 5-10% p.a.* ✓
C Balanced portfolio and prudent financing to ensure resilience	<ul style="list-style-type: none"> Ensure a significant share in Aftermarket and Special Applications to maintain and strengthen overall business resilience! Ensure long term-oriented, balanced financing! 	Adj. EBIT growth between 5-10% ✓	Continuous improvement of adj. EBIT ✓
D Tailored measures for GPM improvements, stable SG&A, and higher FCF generation	<ul style="list-style-type: none"> Continue optimization programs and standardization of processes! Improve operating leverage and cash conversion! 	Adj. EBIT margin around 8% ✓	Increasing cash conversion ✓

*Sales growth between 5-10% p.a. based on FX rate as of mid 2017

Mid-term comprises expected development until FY 19/20

Major insights from latest market developments have to be incorporated into HELLA's financial drivers action plan

HELLA Group – Latest insights into major market developments

Major developments

macroeconomic

- Only **modest underlying economic development**
- **Political environment unstable** (elections in Europe, discussions about trade barriers, Brexit) and **more restrictive** (CO2 regulations in Europe)
- **Core currencies** (US Dollar, Renminbi) **weakened**
- **Increasing raw material prices**

microeconomic

- **Global light vehicle production** with only **modest growth** below 2%
- Basically **zero growth in NSA**, **moderate growth in Europe**, **flattening perspectives in China**
- Required investments in **trends change capital allocation and innovation budget on OEM side**

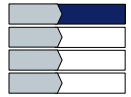
Major financial implications



- **General market development provides no significant tailwind** for HELLA
- HELLA volume and value **growth mainly driven by market trends**
- **FX-effects weigh negatively** on topline growth
- **Strong focus on operational efficiency** to secure profitability targets
- **Stringent allocation** of **R&D** resources and **continuous investment** in footprint and functions required
- **Potential M&A targets with currently high valuation**

To tap into potential of automotive market trends, HELLA focuses on stringent allocation of R&D and CAPEX

A. Continuous R&D and CAPEX to invest in future growth



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

OUTLOOK

R&D Ratio

mid term target:

level of
around
9.7%

Current development in line with expectations

- Ratio H1 FY 17/18 at 9.8% (+0.1pp YoY)
- Currently launch support for production ramp-ups and network extensions
- Several projects in pre-development (especially energy management and autonomous driving)

R&D as prerequisite for profitable growth, focus on efficient project development and capturing market trends

- Prioritization of projects and R&D allocation is core
- Volatility between 9.5%-10% driven by investments in opportunities and expansion of global capacities with increased number of specialists

Net CAPEX / SALES

mid term target:

level of
around
7.5%

Current development in line with expectations

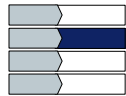
- Ratio currently at 6.2% (-0.3pp YoY) driven mainly due to high reimbursements; guided ratio of 7.5% for FY 17/18 unchanged
- Gross CAPEX grew as expected; currently 5 new plants in parallel, exceptional situation

Mid-term targets unchanged, growth investments in projects and facilities is core

- Stringent focus on reimbursement terms, cash first vs. amortization over prices
- First production ramp-ups in new facilities started; increasing utilization to 80-90% within next 1.5 - 2 years

HELLA will show continuous organic global sales growth driven by volume & value add and seeks selective M&A

B. Continuous organic sales growth and selective M&A



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

OUTLOOK



Organic growth

Strong growth with market leading products

- Sales growth H1 FY 17/18 at 9.3% after weak comparable basis esp. in Q2 PY
- Demand for energy management & driver assistance products as well as advanced lighting products
- Regional outperformance due to market share wins

Unchanged mid-term target sales growth between 5%-10% p.a.

- Volume growth especially for sensors and LED lighting
- Value growth in Electronics and Lighting driven by trends
- Regional growth esp. in NSA and China
- Flexible partnerships to benefit from the pace of change of the Automotive industry

Inorganic growth

M&A capabilities strengthened, execution difficult due to high market valuations

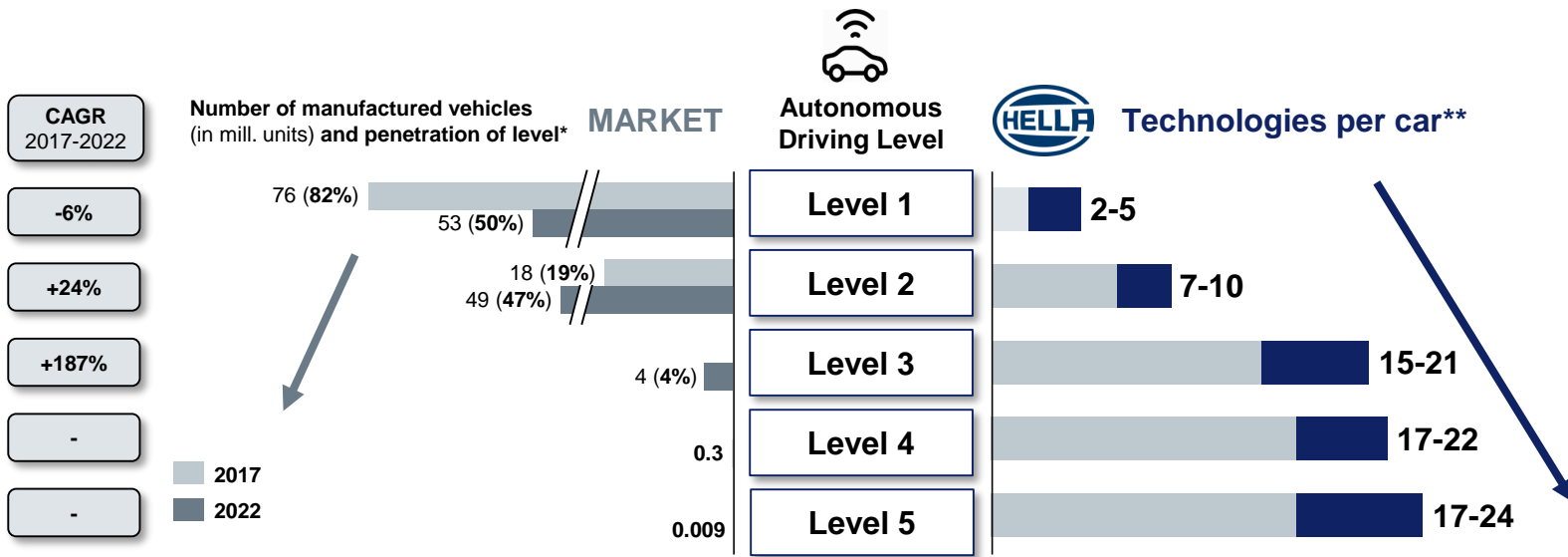
- Internal M&A resources strengthened
- Ongoing screening, supported by external advisors
- Discussions with potential targets on decision maker level
- Realization of synergy value difficult due to market prices

Realization of opportunities in adjacent business fields with complementary technologies, products or regions

- Strengthen sensor and actuator portfolio in Electronics
- Add selective competences in Lighting
- Special Applications with targets in Lighting & Electronics in Europe and US

For continuous organic growth, HELLA offers sensors and software for the road to autonomous driving

B. Benefit from volume and value growth

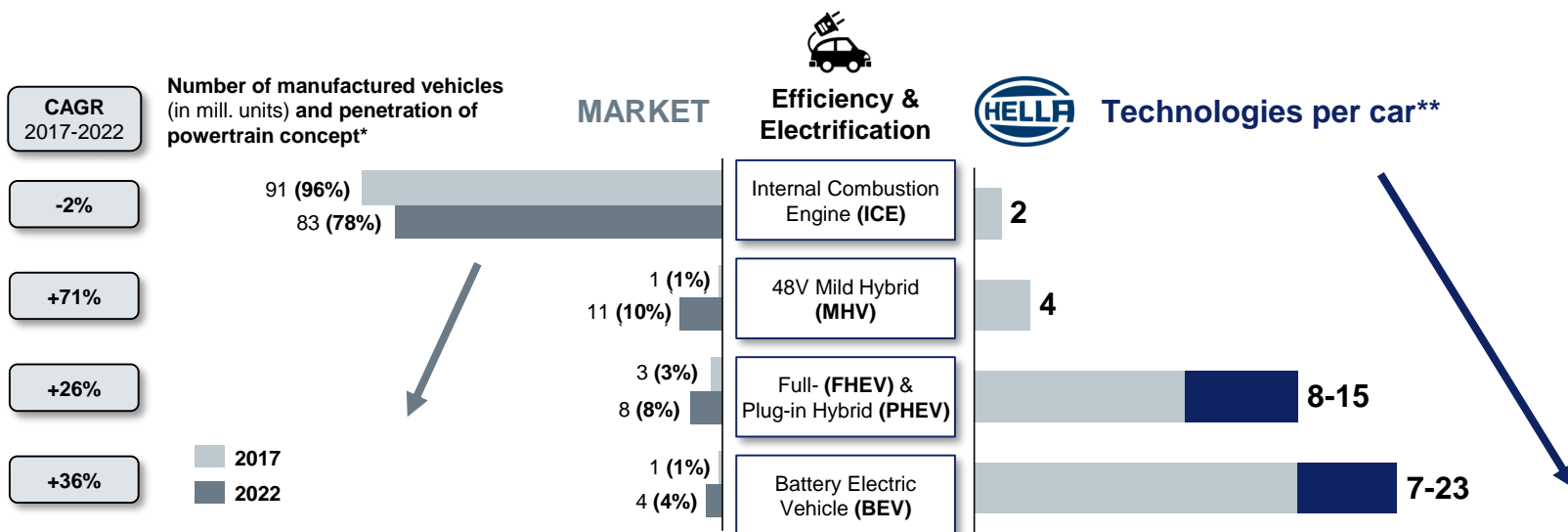
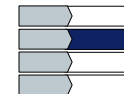


* Based on global LVP, source: IHS, Strategy Analytics, HELLA analysis

** Includes radar sensors (24 GHz and 77 GHz), front camera software functionalities (traffic sign, lane, light, object detection), LIDAR, and SHAKE. Potential # of sensors includes redundancies

For continuous organic growth, HELLA addresses the gradual shift from combustion engine to battery electric vehicles

B. Benefit from volume and value growth



MARKET Development

- **Gradual Shift within powertrain concepts** with strong momentum for penetration of electrified vehicles
- **Internal combustion engines will continue to be relevant** beyond 2030, but are expected to decline
- **Mild hybrid as intermediary solution** to achieve CO2 emissions and E-quote with strongest growth and biggest beneficiary
- **Further efficiency gains drive growth of new technologies** such as HV converters

HELLA Position

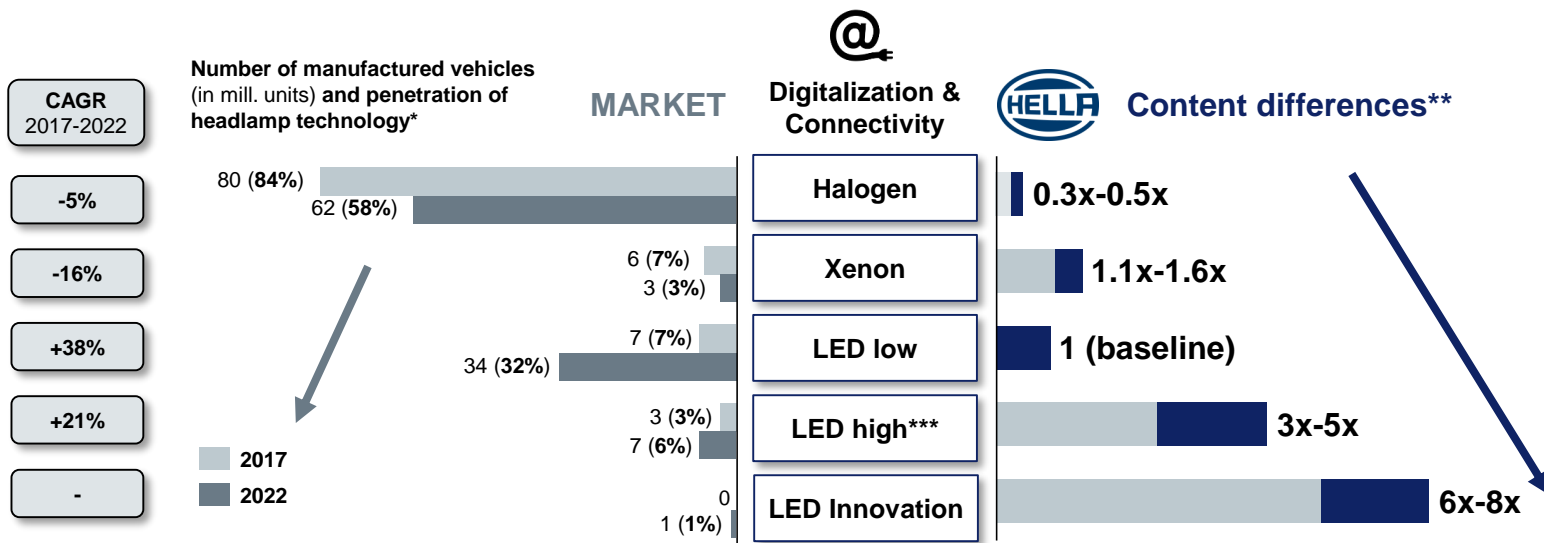
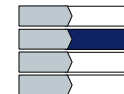
- **Focus on solutions for the energy managing of all powertrain concepts**, carry and strengthen top market position for ICE by next generation products (check)
- **Leverage Hybrid and Electric Vehicle competence** with further investments in development of DC/DC converters to benefit from increasing trend for mild-hybrids
- **Resources allocation to BMS and High voltage products**

* Based on global LVP, source: Strategy Analytics, HELLA analysis

** E.g. IBS, DC/DC converter (12V and 48V), BMS (incl. e.g. current sensor, cell monitoring device, battery control unit, isolation monitoring device)

For continuous organic growth, HELLA exploits the increasing LED headlamp penetration in mass & premium

B. Benefit from volume and value growth



MARKET Development

- **Strong LED penetration growth globally (CAGR 35%),** Xenon to be replaced, Halogen stays as low cost solution
- **Europe with highest LED penetration,** growth esp. from standard and high LED, demand for high innovative solutions starting 2020
- **NAFTA demand for standard LED increasing strongly** despite regulation, LED high also with double digit CAGR
- **China with lowest LED penetration** but strongest LVP growth and strongest increase of standard LED solutions

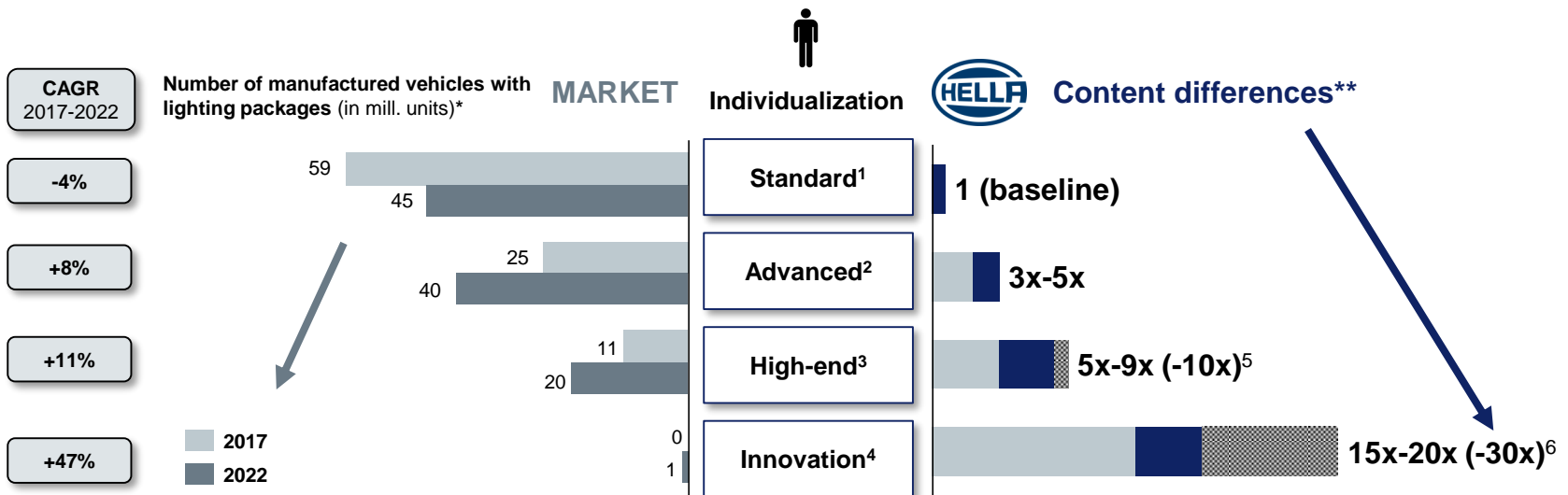
HELLA Position

- **Capture growth from increasing LED penetration** by offering broad technology portfolio to global customer base, focus on operational efficiency and process to penetrate mass markets
- **Leading edge solutions for high-end demand** especially in Europe
- **Localization strategy and ramp-up of resources** to serve high LED demand in China and NSA

* Based on global LVP and technical share of headlamp technologies (Source: IHS LVP forecast, HELLA estimates), **per vehicle, content differences based on global average market prices and future potential prices, ***LED high includes LED Advanced package and LED Advanced next generation

For continuous organic growth, HELLA offers interior & exterior lighting solutions with individualized & connected features

B. Benefit from volume and value growth



MARKET Development

- **Increased demand for personalization of vehicle design and features** drives need for lighting packages in- and outside the car far beyond standard offering
- **Advanced ranks 1st in terms of market size in 2022**, substituting standard packages especially in Europe
- **Innovation with strongest growth over all regions**, penetration starts together with AD L4 and L5

HELLA Position

- **Offer smart lighting solutions to cover increasing individualization demand**, focus on ambient interior and effect exterior (surround) light
- **Introduce multi color LED** modules that interact with driver
- **Enable MLA technology** for new lighting features around the car linked to sensor data

* Taking into account technology penetration and estimated LVP; source: IHS LVP forecast, HELLA estimates)

** Content differences based on global average market prices and future potential prices

1) Includes courtesy lamp; 2) includes dome and static ambient lighting; 3) includes dome and dynamic ambient lighting; 4) includes dome and dynamic ambient lighting and grill illuminations; 5) plus car body lighting (MLA – Multi Lens Array); 6) plus car body lighting (MLA and grill)

HELLA focuses on strong Aftermarket & Special Applications business and long-term oriented financing

C. Ensure resilience with balanced portfolio & long term financing



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

Aftermarket and Special Applications

mid term target:

continuous improvement of EBIT and Cash Flow generation

Non-automotive segments with positive contribution:

- Aftermarket (AM) with positive external sales development (+3.6%) in H1 FY 17/18 based on IAM (+5.6%) and Wholesale (+6.2%). Portfolio and branch extensions are main drivers. AM with overall constant profitability (EBIT margin at 6.1%)
- Special Applications +13% sales growth due to Agriculture & Construction (both +~30% growth)
- Innovative/digital Workshop products declined YoY, acceleration in H2 FY 17/18 expected

OUTLOOK

Further growth and margin improvement:

- Leverage strong position in Aftermarket with a broad portfolio of core & 3rd party products, future calibration & diagnostic tools and investments in digital business models
- Drive LEDfication and E/E innovations in Special Applications, balance over-proportional demand from FY 17/18
- Special Applications with normalized EBIT margin of around 10%

Leverage

mid term target:

Net Debt / EBITDA <1X

Leverage ratio low despite re-financing of debt:

- Leverage ratio currently at 0.3x vs 0.4x H1 FY 16/17, comparably high equity ratio at around 42%
- Successful refinancing of 300 mill. Euro bond with maturity September 2017
- Optimized financing structure e.g. Mexico USD 200m external financing

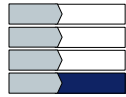
Further balanced financing to counter cyclicity and have flexibility to finance growth:

- Have necessary funds to finance M&A opportunities and network extensions
- Further optimization of financing structure

*Abbreviation for "American Family Life Insurance Company"

HELLA focuses on operational excellence and increasing competitiveness to improve operating leverage

C. Tailored measures for GPM improvements and stable SG&A



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

Gross Profit Margin

mid term target:

increasing

Current development in line with expectations, ramp-ups weigh negatively on margin:

- GPM up by 0.3pp YoY to 28.1% additional costs due to ramp-ups in FY 17/18
- Increasing utilization of existing capacity due to high automotive growth

OUTLOOK

Further increase driven by growth (content & volume) as well as leverage:

- Further improvement of project maturity & launch readiness
- Foster process improvements
- Normalized level of capacity increases after expansion phase
- Closing the price-cost-scissor with respect to materials

SG&A Ratio

mid term target:

overall stable

Current development in line with expectations, balancing efficiency gains and investments:

- SG&A ratio down by 0.2pp YoY to 10.5%
- Reduction of complexity and efficiency gains in globalized network

Improvement programs ongoing but investments in functions needed:

- Further standardization with stringent process management
- Modernization of system architecture
- Implementation of new IT infrastructure and software (e.g. S4/HANA)
- Further hiring and continuous employee qualification

HELLA focuses on Working Capital improvements and Capital efficiency to improve cash conversion

D. Tailored measures for higher FCF generation



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

Free Cash Flow

mid term target:

increase of cash conversion

Short term improvement of cash conversion ratio, driven by higher funds from operations and lower net capex ratio:

- **Cash conversion ratio** up by 3.5pp YoY to 31.1% due to strong growth of funds from operations
- **Adj. EBIT margin** improved by 0.1pp YoY to 8.5% in H1 FY 17/18, lower margin in H2 expected
- **Working Capital/Sales** ratio (LTM) decreased by 0.6pp to 15.2%. WC consumption increased mainly due to receivables (growth in China) and inventory (production-runs, safety stocks and wholesale expansion)
- **Cash Conversion** project on track
- **Net CAPEX/Sales** down by 0.3pp to 6.2%

OUTLOOK

Further increase of cash conversion ratio to self-finance investment needs with focus on three levers:

- **Profitability** increase, continuous improvement of adjusted EBIT
- **Working Capital** with significant improvements, potential especially coming from payables and inventory
- Working Capital management needs to balance operational needs and reducing targets
- **Net CAPEX/Sales** ratio overall stable, but increase in CAPEX efficiency targeted and monitored by task force
- CAPEX needs driven together with capacity ramp-ups by growth related project investments (tools)

Cash Conversion Ratio = $\text{Adj. OFCF (Adj. Free Cash Flow from operating activities)} / \text{adj. EBIT (adj. Earnings before interest \& tax)}$

HELLA focuses on Working Capital improvements as major driver for improved cash conversion

D. Tailored measures for higher FCF generation



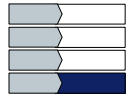
KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

<p>Working Capital / Sales</p> <p>mid term target:</p> <p>decreasing by 3pp</p>	<p>RECEIVABLES</p> <p>Cash Conversion Project with achievements on all three layers</p> <ul style="list-style-type: none"> Contractual terms optimized, key customers with strong commitment Claim management process optimized with joint tracking on customer, product and entity level Systematic process to track and reduce open billings started 	<p>OUTLOOK</p> <p>Drive Cash Conversion project with focus on trade payables and inventories</p> <ul style="list-style-type: none"> DSO contribution to CC overall moderate, standardization of worldwide payment terms is key Stringent management of overdues, monitoring on each single invoice level and sustainable improvement targeted 	
	<p>INVENTORY</p> <ul style="list-style-type: none"> Warehouse optimization analyses completed Inbound logistics initiative continued Majority of no- and slow-movers identified and processed 		<ul style="list-style-type: none"> High DIO improvement targeted, improvement of logistics structures incl. warehouse & network in Aftermarket Further optimize order fulfillment process Optimize sales planning and production planning
	<p>PAYABLES</p> <ul style="list-style-type: none"> Contractual terms optimized: negotiations with majority of lead suppliers successful, approach of smaller suppliers started Fully integrated reporting including direct and indirect materials available Joint optimization of consignment stock and payment terms started 		<ul style="list-style-type: none"> Significantly improve DPO as driver for CC targeted with lead buyer approach and ongoing negotiations to optimize terms Optimizations of smaller suppliers and general focus on payables as important supplier selection criteria

HELLA thoroughly monitors capital efficiency and tracks progress of cash conversion project

D. Tailored measures for higher FCF generation



KEY ACHIEVEMENTS

since last Capital Markets Day, June 2017

CAPEX Task Force

Project progress on track, all parties with respective “homework”

- Dedicated concepts for improvements of utilization and standardization established
- Improvement measures rolled-out
- Organizational changes triggered

OUTLOOK

Midterm focus on capital efficiency, further improvement of cash conversion possible

- Foster leverage / re-use of equipment
- Further increase value-chain efficiencies
- Improve utilization of existing production space

Cash Conversion project

- Cash Conversion project overall on track on all levers
- Long term project with step-by-step improvements in a 1st wave until May 2020
- Benchmark analyses on working capital elements showed potential improvements especially on payables of around 20 days. Aspiration level for further discussions
- Clear responsibilities, top management governance, and defined structures to secure target achievements for Working Capital and CAPEX efficiency

HELLA's financial drivers are still valid to secure and support the further profitable growth path

HELLA Group – Financial Outlook

FINANCIAL DRIVERS ACTION PLAN

Profitable growth and benefiting from major market trends!

		FY 2017/18	mid-term target
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<p>B Continuous organic global sales growth and selective M&A</p>	<ul style="list-style-type: none"> Benefit from volume and value growth opportunities based on strong market position! Capture global growth opportunities in attractive markets (regions and customers)! 	<p>Sales growth excluding FX between 5-10% ✓</p>	<p>Sales growth between 5-10% p.a.* ✓</p>
<p>C Ensure resilience with balanced portfolio and prudent financing</p>	<ul style="list-style-type: none"> Ensure a significant share in Aftermarket and Special Applications to maintain and strengthen overall business resilience! Ensure long term-oriented, balanced financing! 	<p>Adj. EBIT growth between 5-10% ✓</p>	<p>Continuous improvement of adj. EBIT ✓</p>
<p>D Tailored measures for GPM improvements, stable SG&A, and higher FCF generation</p>	<ul style="list-style-type: none"> Continue optimization programs and standardization of processes! Improve operating leverage and cash conversion! 	<p>Adj. EBIT margin around 8% ✓</p>	<p>Increasing cash conversion ✓</p>

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Autonomous Driving as one of the key market trends is boosted by many drivers

Main driver and enabler for Autonomous Driving

DRIVER



New Business models

- Buyers of L5 vehicles, e.g. automated taxis and mini-buses



People

- Take human factor out of the equation
- EU target to bring road casualties close to zero by 2050



Sharing Economy

- In 2030, 10% of new cars sold could be shared vehicles
- L3/L4 offer new opportunities for P2P or B2C sharing

ENABLER



Technology

- Hardware & Software to realize AD functions

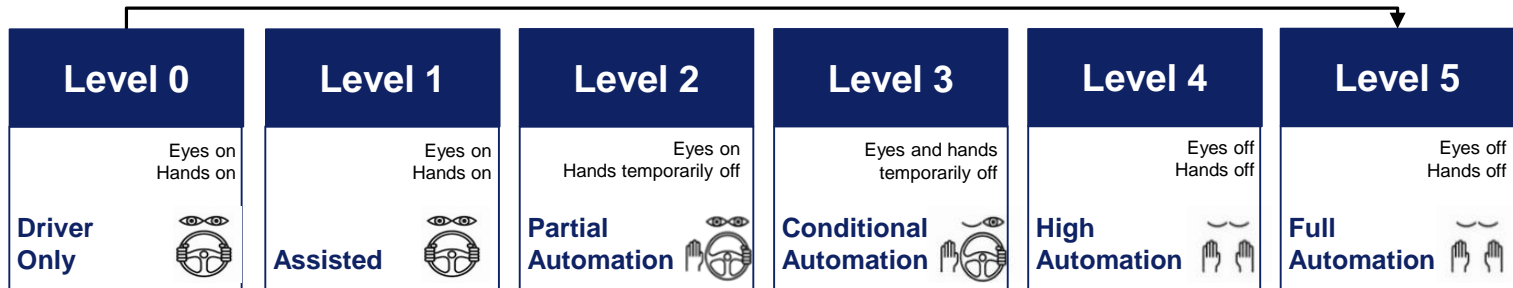


Regulation

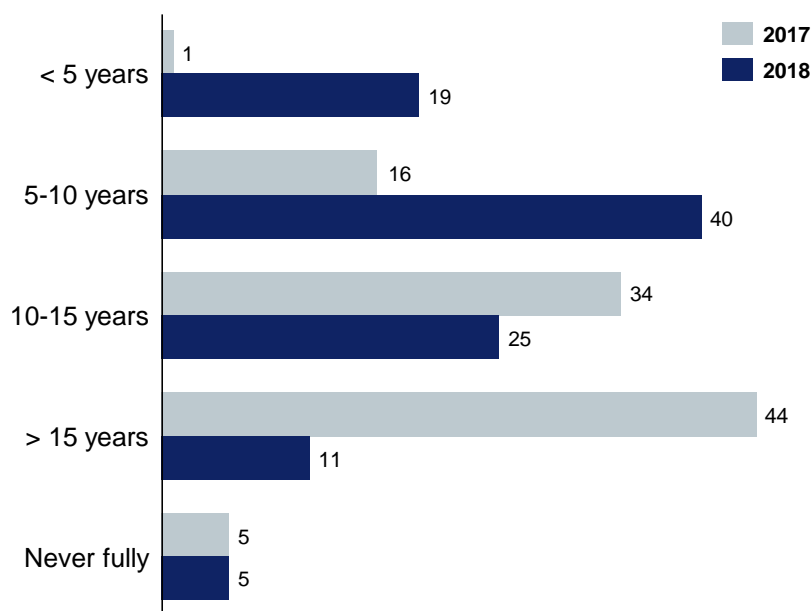
- Safety regulation (NCAP) favorable for L1/L2 and uncertainty on permission of L3+

The process toward full automation and increasing market shares will unfold as a step-by-step evolutionary process

Penetration of advanced driving levels



When do you expect driving autonomy to become reality for vehicles on the road?

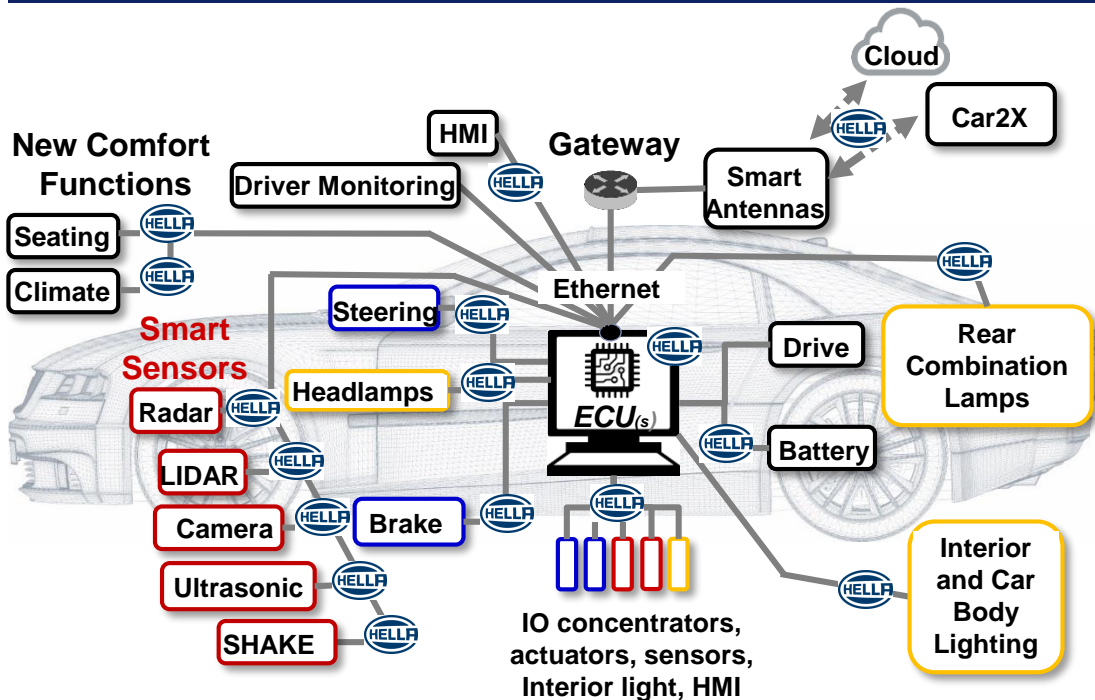


- Market survey among AD experts regarding introduction of driving autonomy
- Experts expect full driving autonomy to become reality in 5 – 15 years; 20% are even more aggressive
- Within last 12 months market expectation significantly shifted towards a faster adoption of driving autonomy

Technologies for new autonomous driving functions open up new potential for HELLA's future business development

HELLA's contribution to Autonomous Driving

HARDWARE: Example for a possible future AD-Architecture



Software / Features / Functions

Mobility services

Aggregator platform

Mobility services

Cloud & services

HD maps

V2V/V2I

Applications & software

Object detection & analysis

Motion planning

Localization

Mobility offerings

Engineering services

Customer specific features

Testing

Validation

- New functional requirements facilitate growth of new sensors
- Transfer of existing applications to other fields
- Combined use of existing technologies

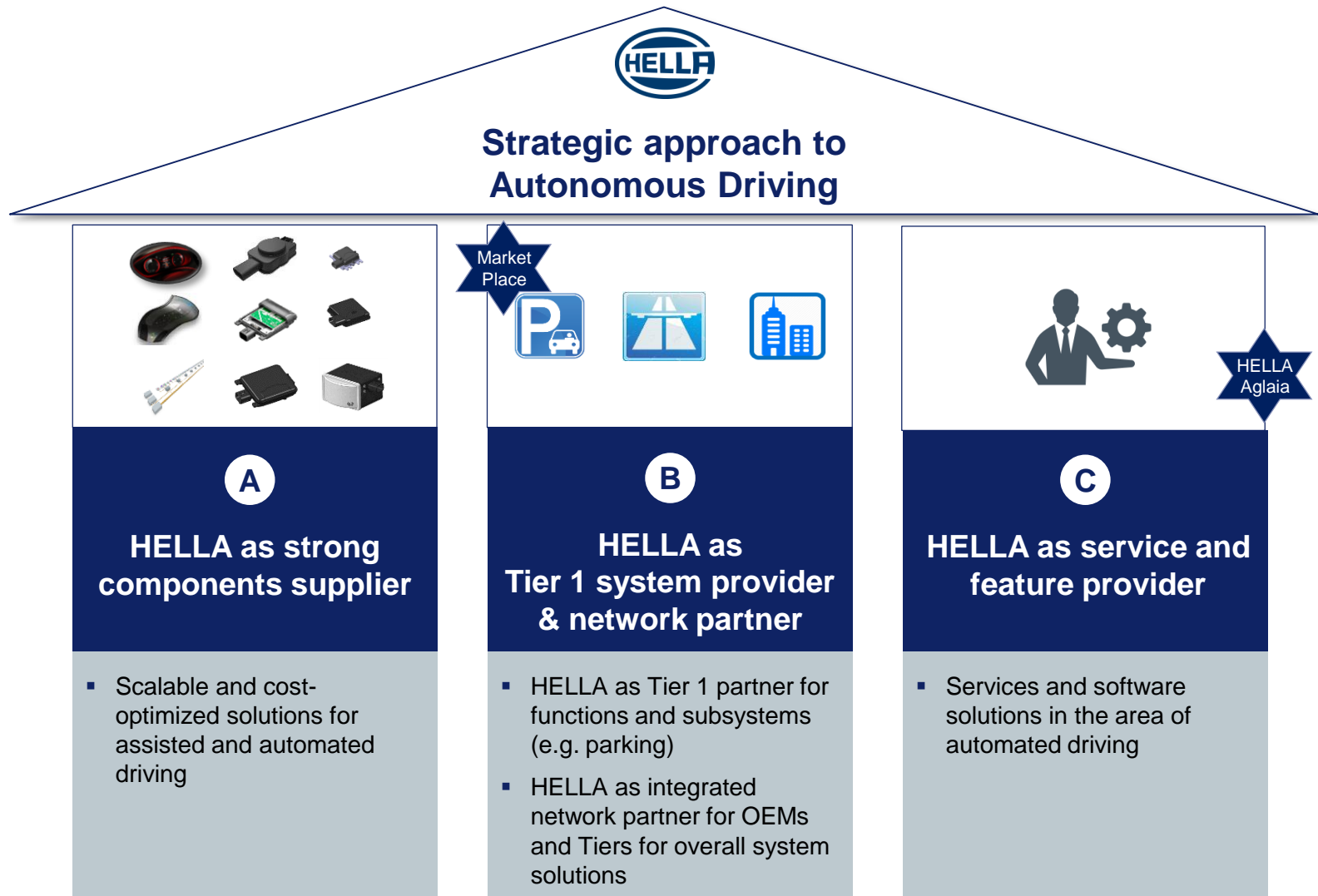


- With core competences in sensing, actuating & lighting functions, HELLA is well positioned for future needs
- Additional business opportunities with Software & Services portfolio



To seize business potentials, HELLA pursues a clear strategic approach based on three essential pillars

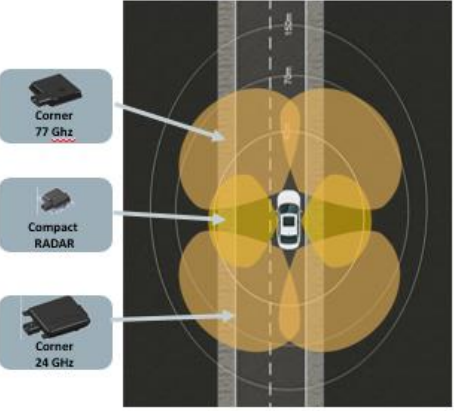
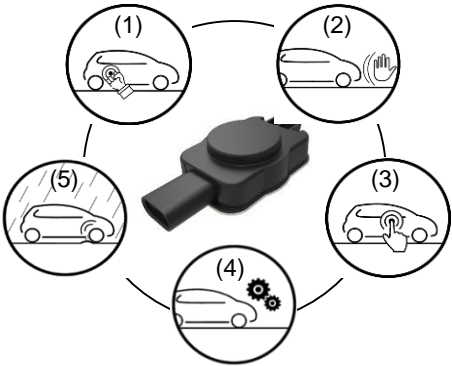

HELLA's strategic approach to Autonomous Driving



HELLA offers scalable and cost-optimized solutions for assisted and automated driving e.g. sensing technologies



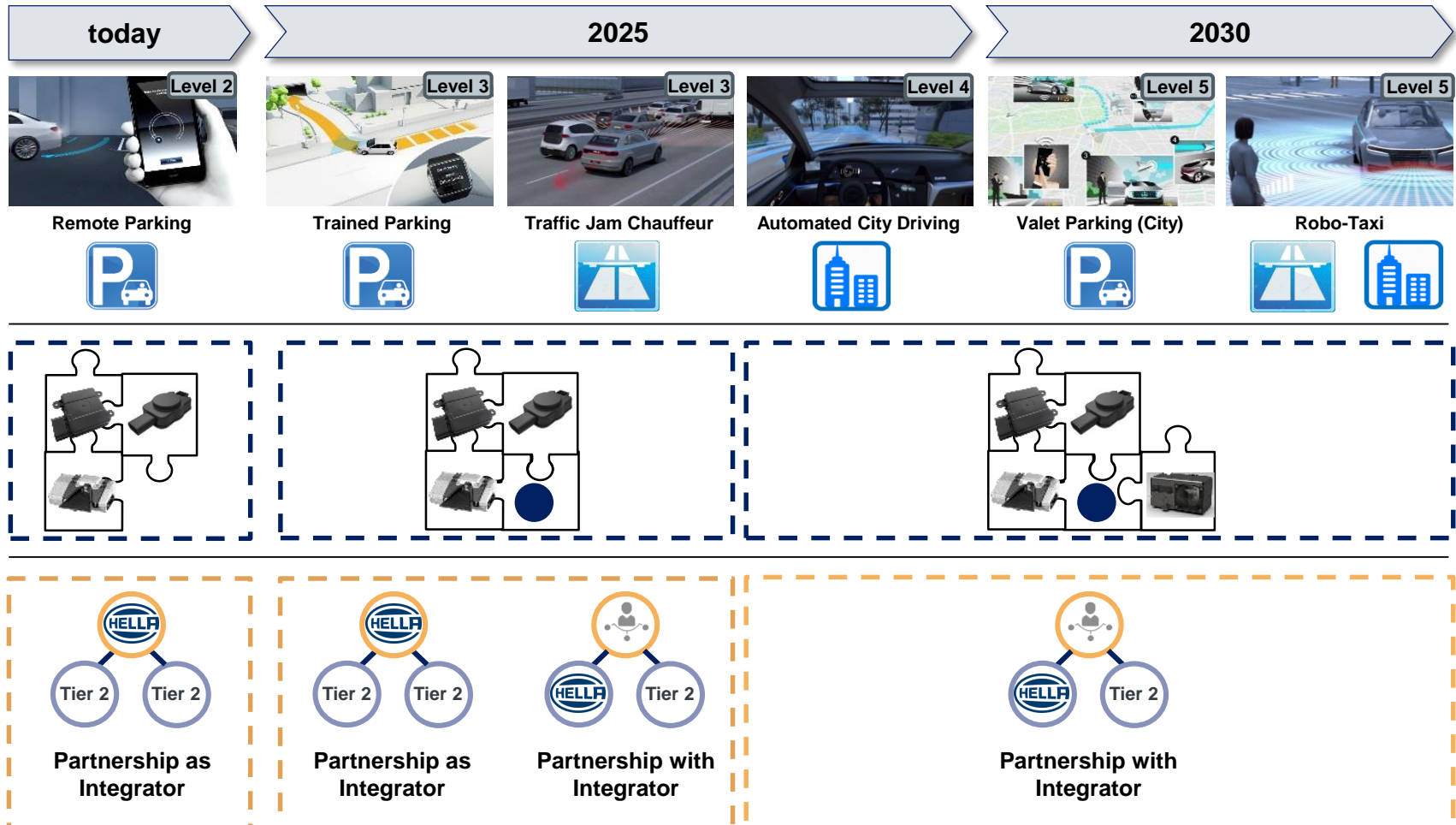
A. HELLA as a strong components supplier

Market Place	24GHz / 77GHz Radar	SHAKE*	LIDAR
	 <p>Scalable radar family for complete information on vehicle surrounding</p>	 <p>Modular system architecture as key technology for intelligent touch & vibration sensing</p>	 <p>Scalable LIDAR technologies developed with strong USPs in regard to costs and integration</p>
	<ul style="list-style-type: none"> Strong focus on Driver Assistance and NCAP relevant functions as driver for surround view Consequent modular platform approach to create flexible customer-oriented solutions 	<ul style="list-style-type: none"> Shake sensor for automated driving functions (≥ L2) Sensor system allows several low & high speed functions such as damage detection and road condition sensing 	<ul style="list-style-type: none"> LIDAR as additional technology for Autonomous Driving Tailor made HELLA solution based on existing serial competence

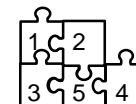
*Structural Health And Knock Emission; (1) Intelligent damage detection, (2) Adaptive impact detection, (3) Smart touch detection, (4) Predictive maintenance, (5) Road condition sensing

HELLA positions itself as development partner for full AD systems and sub-system provider for designated use cases

B. HELLA as Tier 1 supplier and development partner



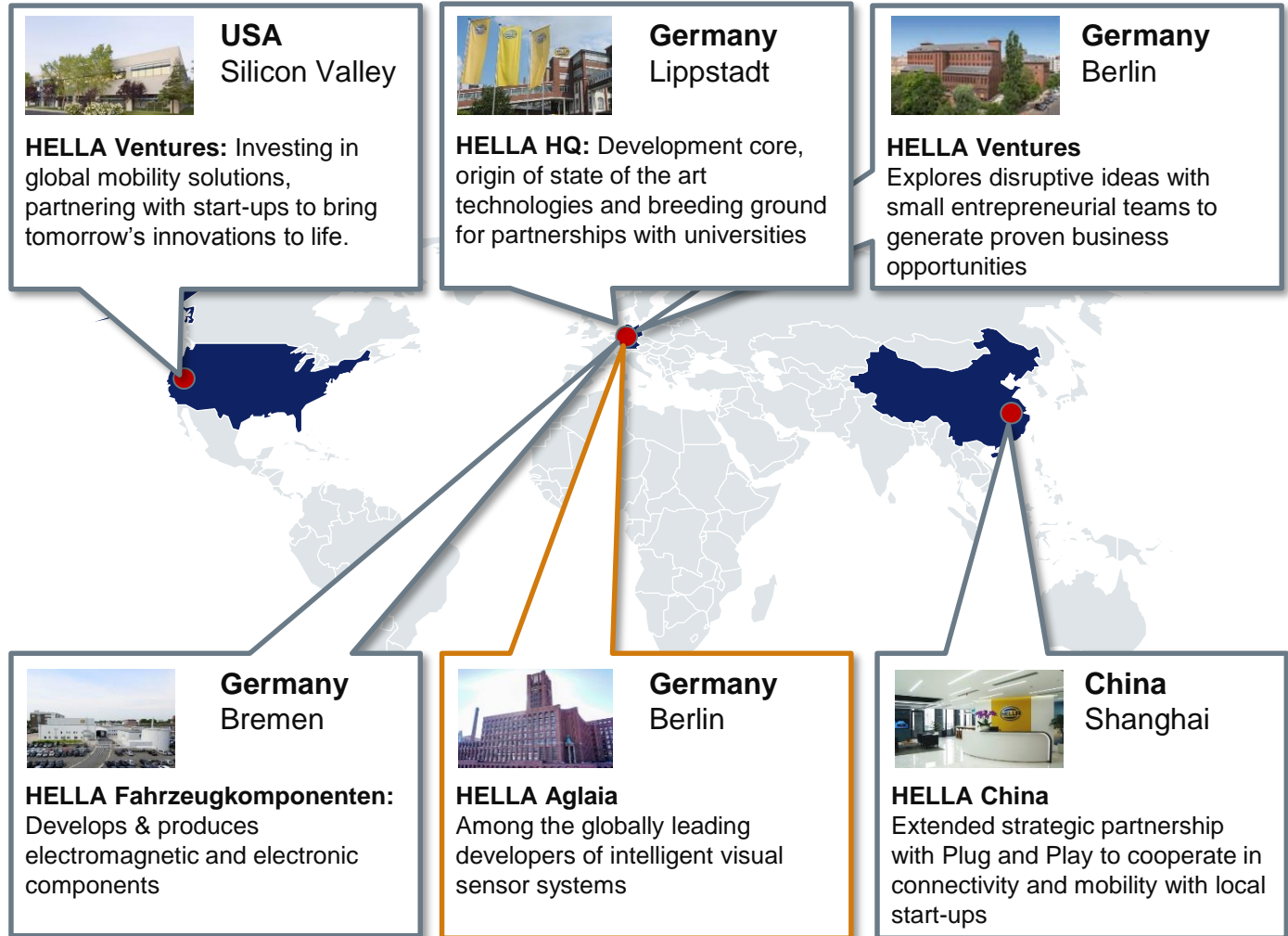
* Products / Features: (1) Radar, (2) SHAKE, (3) Camera software, (4) LIDAR; (5) Perception, Fusion, and Application; Hella Approach



In driving the trend to Autonomous Driving, subsidiary HELLA Aglaia plays a key part within the global HELLA network

HELLA Aglaia as software specialist and ideation lab

HELLA's global development network for Autonomous Driving functions

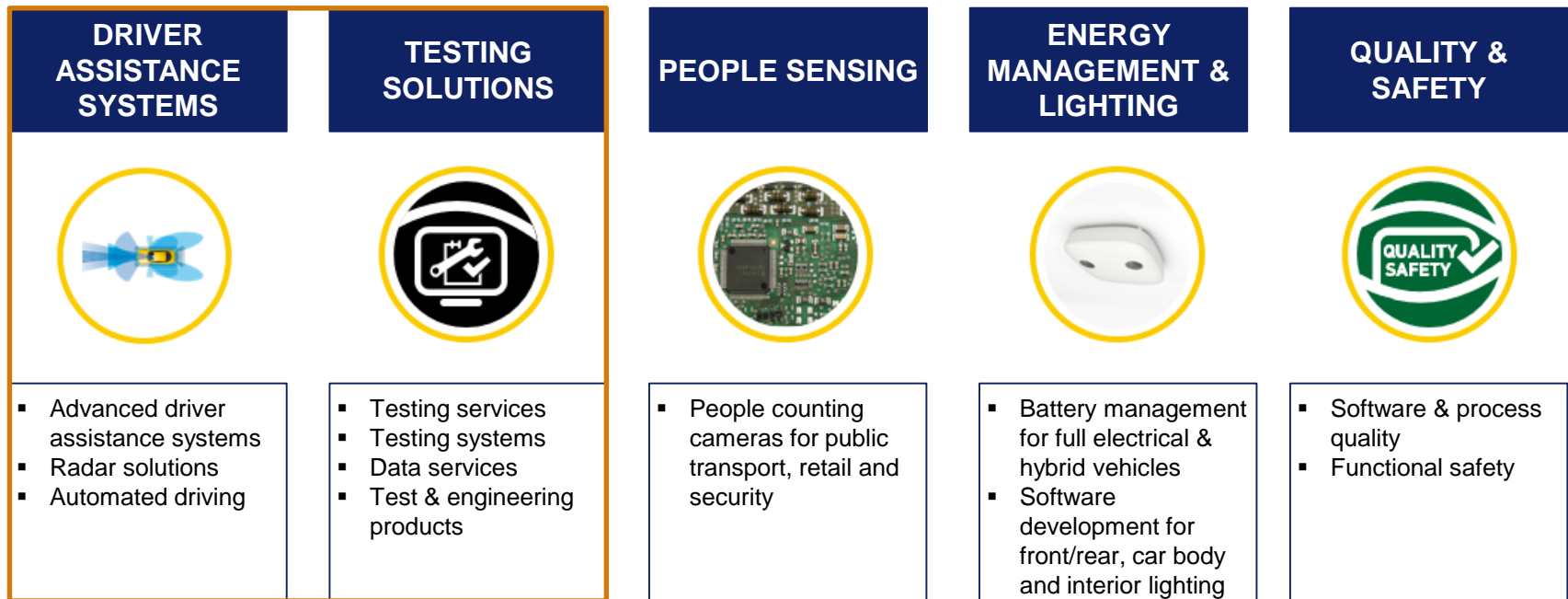


 Focus of today


HELLA Aglaia boasts a large set of core competences which also includes energy management know-how and people sensing

Core competences of HELLA Aglaia

HELLA AGLAIA - BUSINESS UNITS

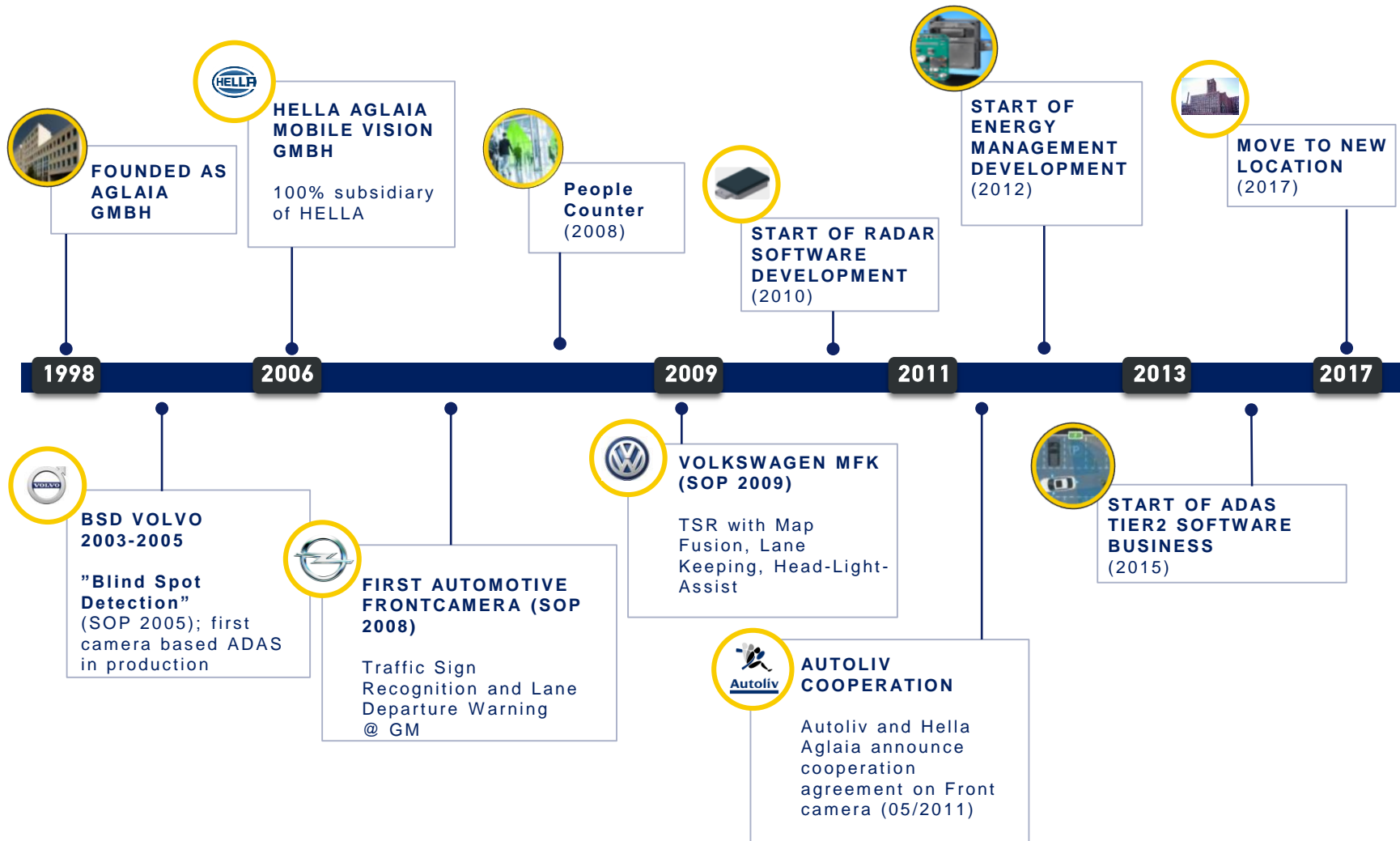


Based in Berlin / Since 1998 / 325 Employees / 100% subsidiary of HELLA GmbH & Co. KGaA

 Focus of today

Since its founding, HELLA Aglaia has accumulated great expertise in camera-based assistance systems and software solutions

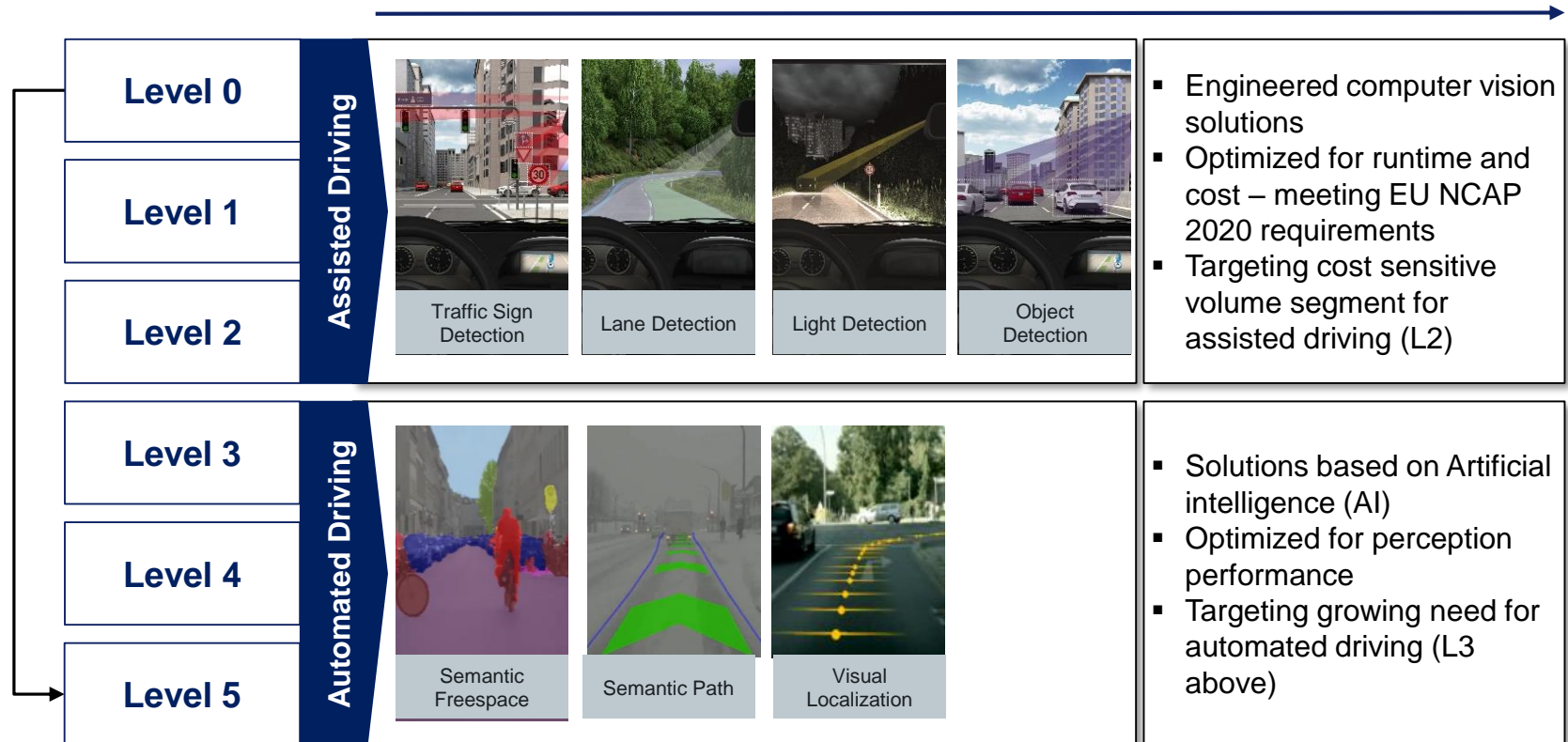
The history of a leading supplier of visual sensor systems



The road to autonomous driving requires both cost-optimized as well as highly complex, new image processing functions

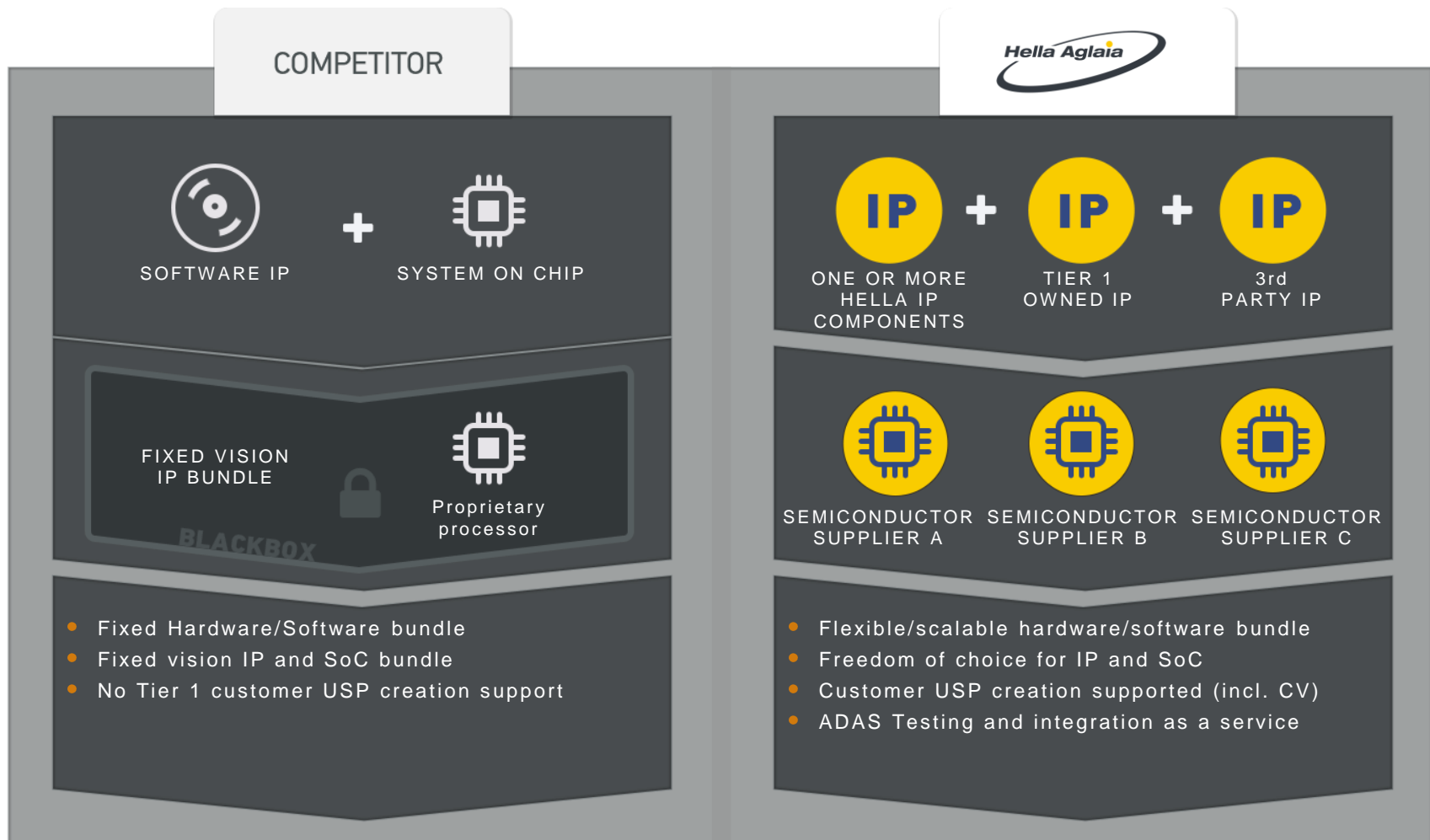
New technologies for Autonomous Driving functions

AUTONOMOUS DRIVING FUNCTIONS



HELLA Aglaia has developed a completely new business model for front camera based ADAS functions

First customer SOP in 2019

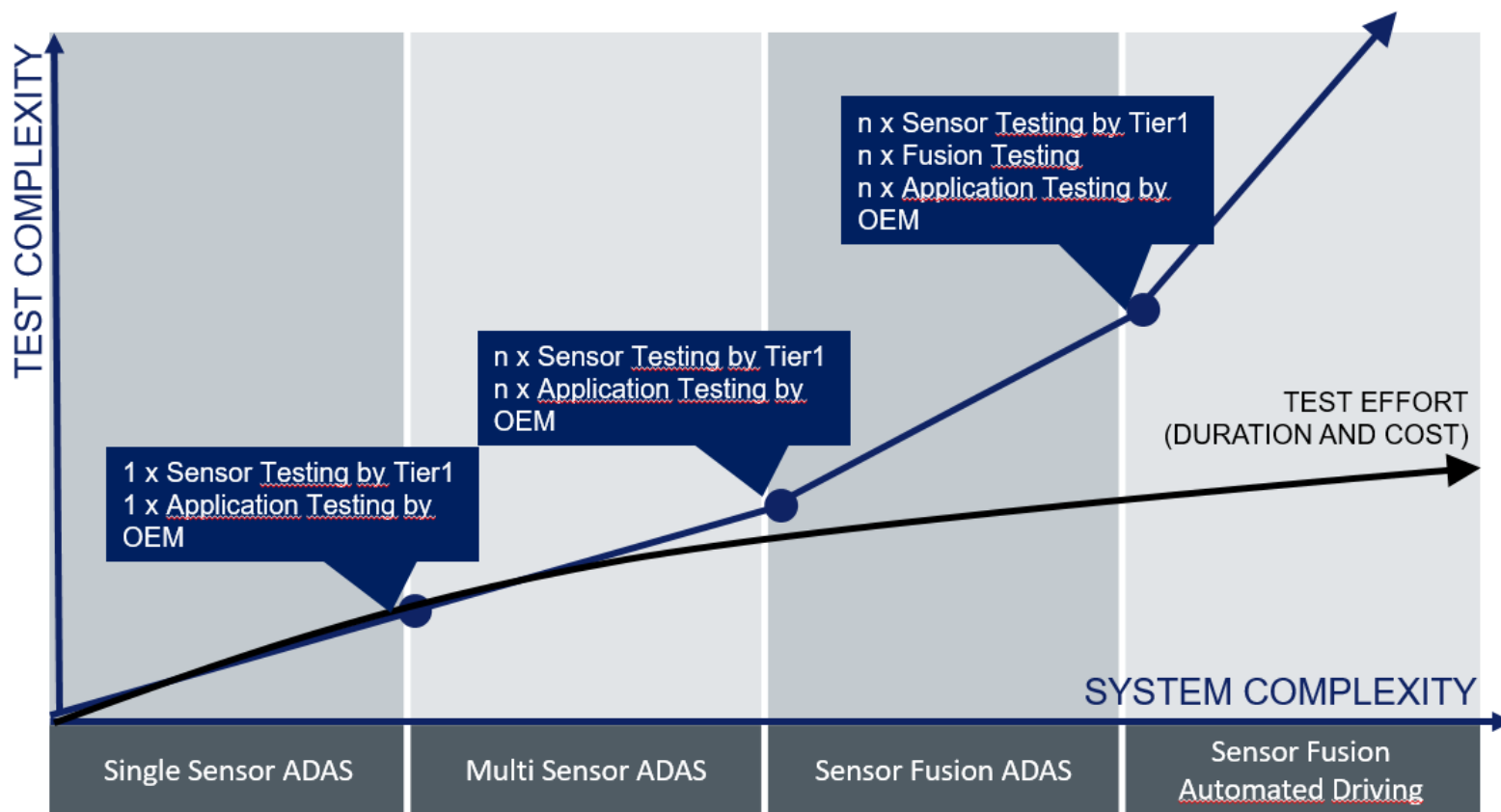


Thanks to long-lasting expertise, HELLA benefits from increasing demand and complexity in Automotive testing & validation

C. HELLA as service and feature provider



Driven by a strong increase in sensors, test complexity and efforts grow exponentially

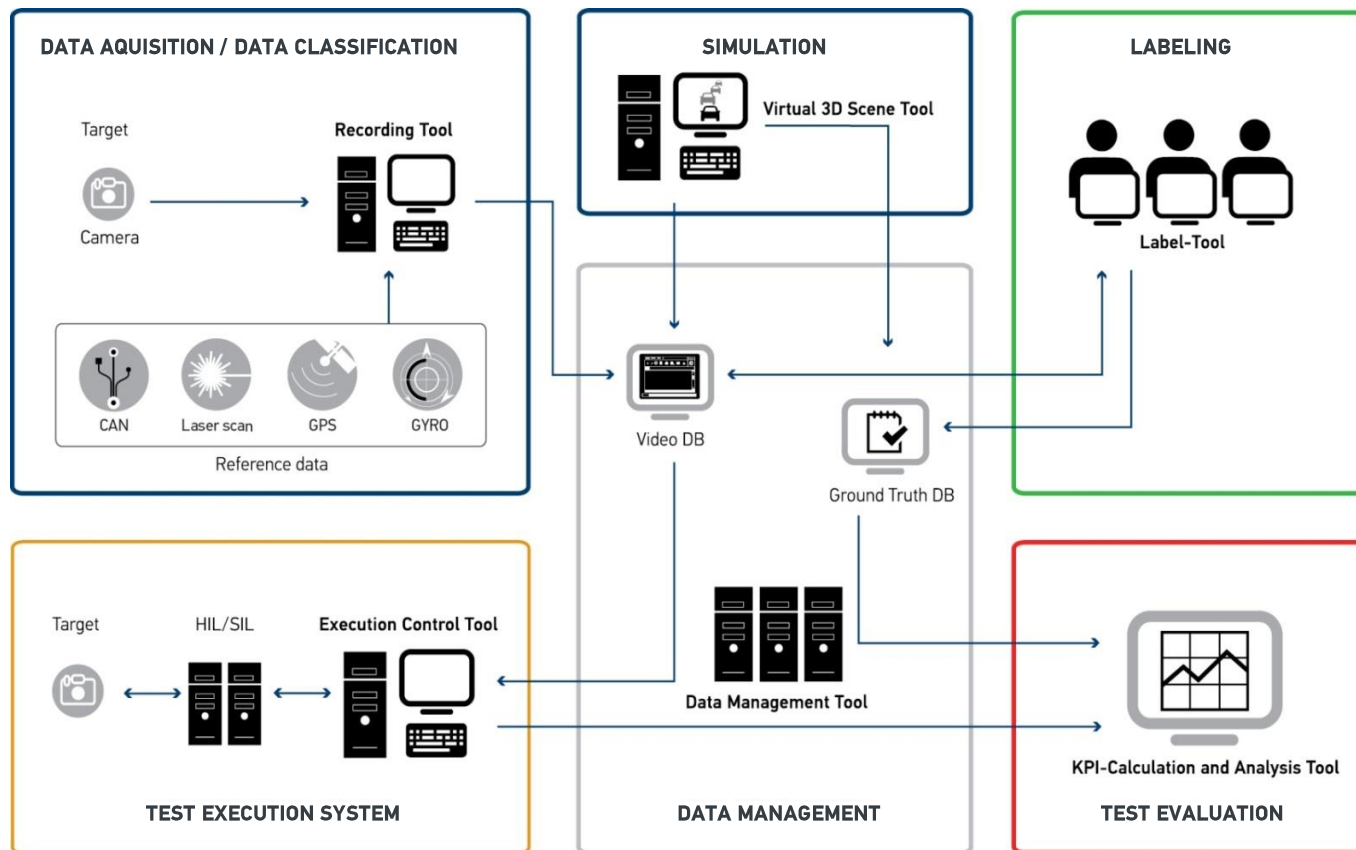


Due to long-lasting expertise, HELLA benefits from an increasing demand and complexity in Automotive testing & validation

C. HELLA as service and feature provider



Extensive Service and Feature portfolio to face new requirements and challenges

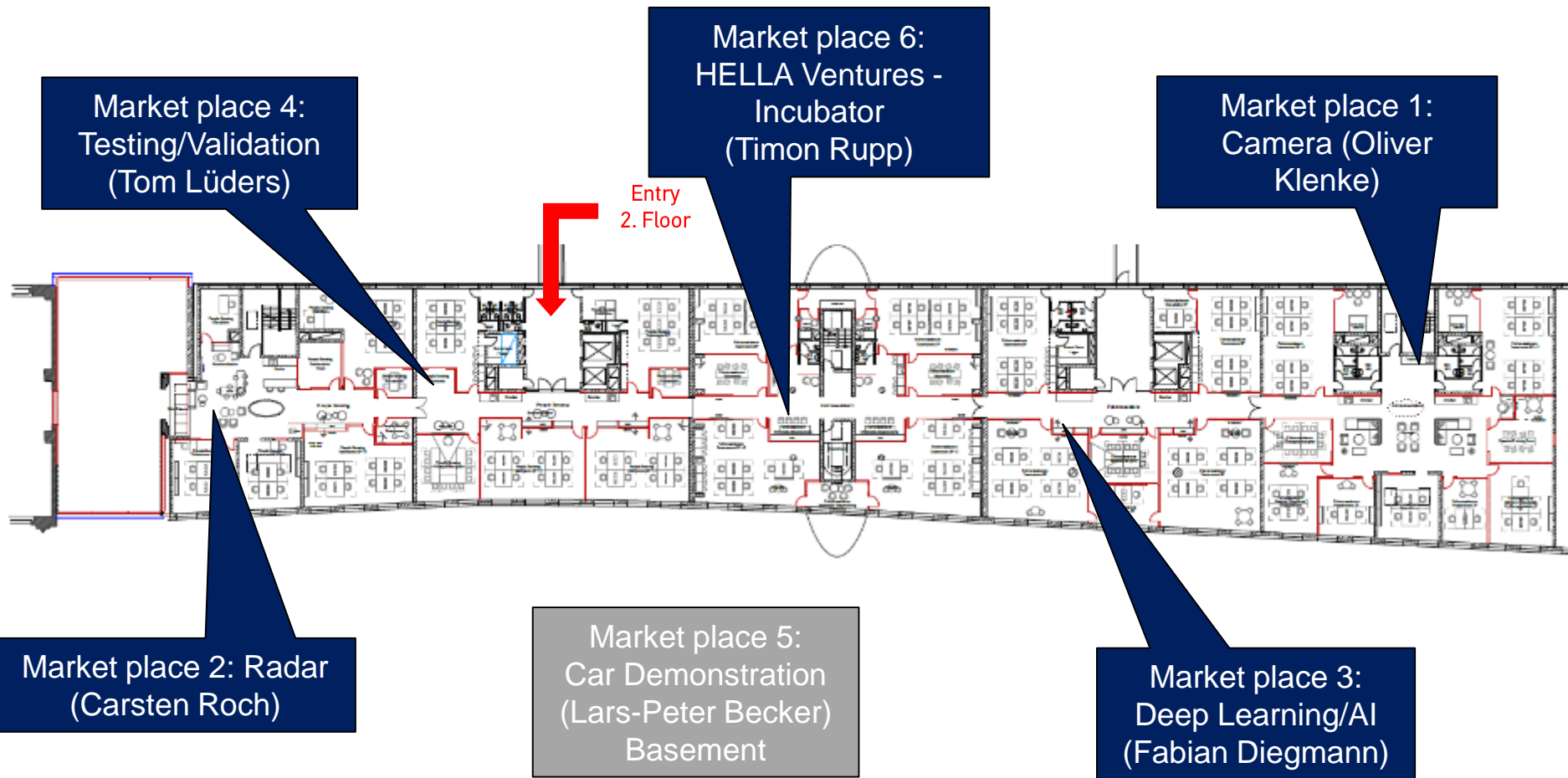


Capital Markets Day 2018

The Art of Sight – Berlin, February 15, 2018

TIME		TOPIC	WHO
10:30		Registration & Welcome	Dr. Kerstin Dodel
11:15	45 min	HELLA Group: Update on Strategic Positioning	Dr. Rolf Breidenbach
12:00	45 min	HELLA Group: Financials & Perspectives	Bernard Schäferbarthold
12:45	30 min	Q&A-Session	all
13:15	45 min	Lunch	all
14:00	45 min	HELLA's Approach to Autonomous Driving	Michael Jaeger, Kay Talmi
14:45	90 min	MARKET PLACES	
14:45	15 min	Market Place 1: Camera Software	Oliver Klenke
15:00	15 min	Market Place 2: Radar	Carsten Roch
15:15	15 min	Market Place 3: Artificial Intelligence / Deep Learning	Fabian Diegmann
15:30	15 min	Market Place 4: Validation / Testing	Tom Lüders
15:45	15 min	Market Place 5: Car Demonstration / Test Vehicle	Lars-Peter Becker, Thomas Dammeier
16:00	15 min	Market Place 6: HELLA Ventures-Incubator Berlin	Timon Rupp
16:15	30 min	Wrap-up / Closing remarks	all
16:45		End	

Six Deep Dives will provide enhanced insights into the different approaches HELLA is pursuing Market Places



HELLA's Approach to Autonomous Driving

Market Place 1: Camera Software

DESCRIPTION

- Advanced computer vision solutions optimized for EU NCAP safety requirements and future autonomous driving
- Main features:
 - Lane Detection
 - Light Source Recognition
 - Traffic Sign Recognition
 - Pedestrian Detection
 - Vehicle Detection

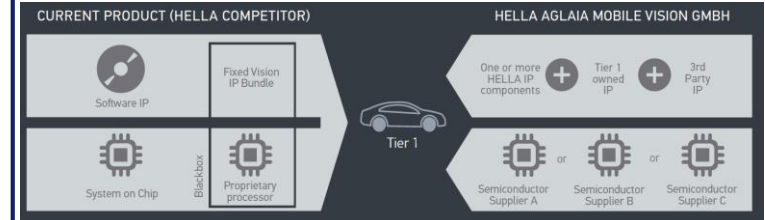
POTENTIAL

- Lean hardware solution based on single camera technology
- Modular “software as a product” solution
- Entirely flexible and scalable hardware/software bundle
- Customer’s freedom of choice leaves room for proprietary USP

OUTLOOK

- Basis for Automated Driving Level 3 and higher functions involving artificial intelligence

KEY VISUAL



CONTACT PERSON

Oliver Klenke
 Director Driver Assistance Systems
 Hella Aglaia Mobile Vision GmbH



Location of Marketplace:
 2nd floor

HELLA's Approach to Autonomous Driving

Market Place 2: Radar

DESCRIPTION

- Radar technology takes an important role in the Automated Driving sensor setup and offers multiple combination possibilities
- HELLA is a specialist for a wide spectrum of customer specific solutions (sensors, technologies, functions, testing) from single components to system solutions
- Newest 77GHz Sensor family as scalable sensor solution for centralized and decentralized component-based architectures
- Compact sensor design for new integration options

POTENTIAL

- NCAP compatible solution approach with front-side radar (classical radar coverage with 5G1) as well as autonomous lane change functionality by using beam forming (5G5)
- Introduction of elevation measurement
- Optimization of standard Radar functions (BSD, LCA, RCTA) with 77GHz
- Significantly increased measurement performance especially for near-range applications
- Cost effective solutions

OUTLOOK

- HELLA will not only offer strong HW & SW components, but also subsystem solutions in the field of automated parking. In addition, HELLA positions itself as a competent partner for solutions in the field of highly automated driving

KEY VISUAL



CONTACT PERSON

Carsten Roch

Head of Driver Assistance Systems
HELLA GmbH & Co. KGaA

Location of Marketplace:
2nd floor



HELLA's Approach to Autonomous Driving

Market Place 3: Deep Learning / Artificial Intelligence (AI)

DESCRIPTION

- Deep Learning is a part of Machine Learning / AI
- Base technology for machine perception by training
- Base technology for big data analytics
- Currently arriving at ADAS and Industry 4.0 markets

POTENTIAL

- Outperforms humans in many perception tasks
- Core tech for highly automated driving perception
- Next gen. production inspection. Can automate diverse inspection tasks currently done manually
- Allows big data analysis of production data for intelligent error analysis and predictive maintenance

OUTLOOK

- AI applications will see a huge growth on the way to L4, L5 highly automated driving
- AI based inspection and analysis of production data will further cut down costs for production tasks that currently require manual inspection

KEY VISUAL



CONTACT PERSON

Fabian Diegmann

Team Lead Deep Learning
Hella Aglaia Mobile Vision GmbH

Location of Marketplace:
2nd floor



HELLA's Approach to Autonomous Driving

Market Place 4: Testing/Validation

DESCRIPTION

- Testing solutions for environment sensor systems (camera/radar) and associated products and services
- Validation of Driver Assistance Functions
- Test Development and Data Services

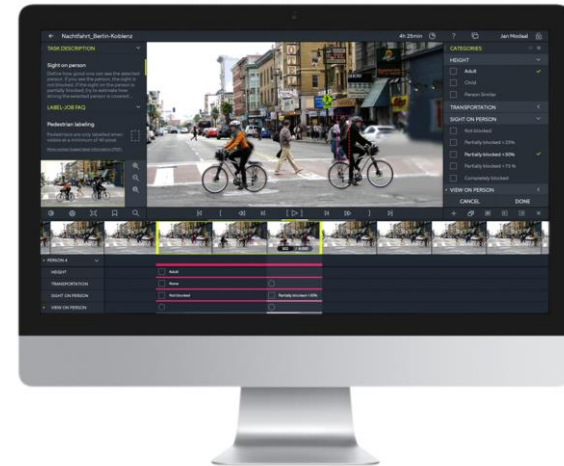
POTENTIAL

- Growing demand for ready-to-run, turn-key test systems and integrated solutions for validation in context of assisted and autonomous driving
- World wide validation experience in numerous series projects as key differentiator (High entry barrier for competitors)
- With new products and releases as well as enhancements to existing solutions, we want to gain market share and become #1 for ADAS test tools and solutions

OUTLOOK

- HELLA Aglaia Testing Solutions is developing a complete end-to-end solution for validation of ADAS relevant functionalities
- Reduced development and testing efforts by using innovative ADAS testing solutions will help our customers to meet the challenging market expectations

KEY VISUAL



CONTACT PERSON

Tom Lüders
Director Testing Solutions
Hella Aglaia Mobile Vision GmbH



Location of Market place:
2nd floor

HELLA's Approach to Autonomous Driving

Market Place 5: Car Demonstration/Test Vehicle

DESCRIPTION

- Live-Demonstration: Autonomous vehicle
- Special focus on sensors & environment perception
- Introduction of generic functional architecture for automated driving

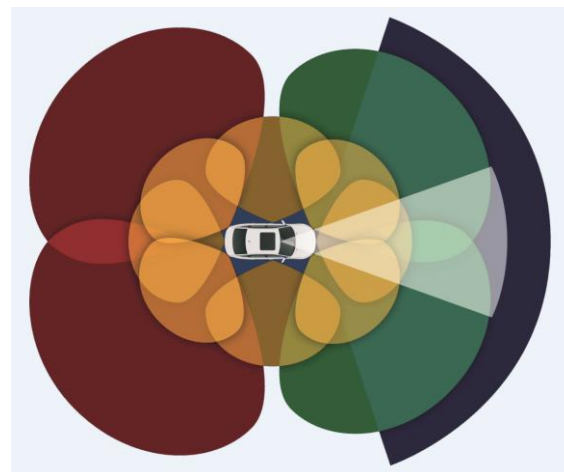
POTENTIAL

- Portfolio extension of today's sensors & sensor software
- Offering of software components & subsystems for automated driving systems
- Sensor fusion software for perception of vehicle environment
- Software for maneuver planning & vehicle motion control

OUTLOOK

- Strategic pre-development with selected OEMs as a basis for all relevant aspects of autonomous driving
- Focus on Automated Parking & Urban Mobility/Logistic

KEY VISUAL



CONTACT PERSON

Lars-Peter Becker
Head of Sensor Solutions
Hella Aglaia Mobile Vision GmbH



Location of Market place:
Garage (basement)

HELLA's Approach to Autonomous Driving

Market Place 6: HELLA Ventures – Incubator

DESCRIPTION

- Embraces the characteristics of the digital VUCA World (volatile, uncertain, complex, ambiguous)
- Turns technology invention into business innovation following an entrepreneurial fast track
- Place to DREAM big, DO it fast and to DISRUPT markets by combining the best of two worlds, corporate & startup

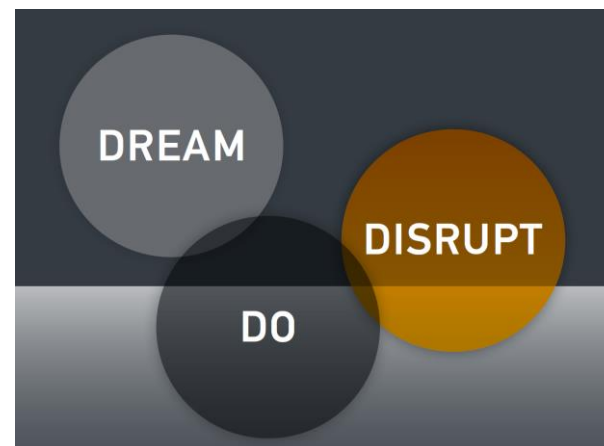
POTENTIAL

- Grants HELLA early access to disruptive technology and business models
- Nucleus for cultural change within the entire HELLA world
- Contributes to strengthen the HELLA brand in the digital marketplace and its attractiveness as an employer

OUTLOOK

- Will keep spinning-off further high-potential ventures and contribute to a HELLA centric mobility ecosystem
- Will integrate further venturing services for a sustainable, best-in-class service offer to the startup economy
- Will export the incubation model and establish a global innovation network with close proximity to respective markets

KEY VISUAL



CONTACT PERSON

Timon Rupp
CEO Incubator
HELLA Ventures Berlin

Location of Market place:
2nd floor





Technology with Vision

Dr. Markus Richter

Head of Corporate Communications
& Investor Relations

Dr. Kerstin Dodel, CFA

Head of Investor Relations

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