

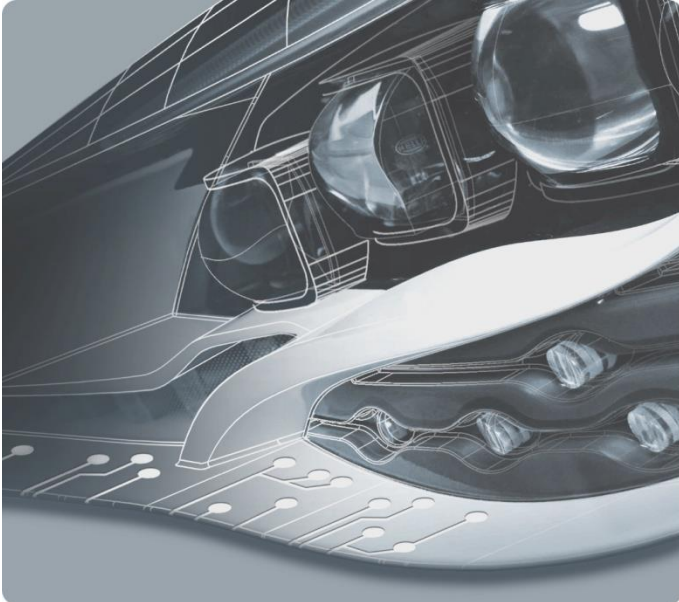


Technology with Vision

Company Presentation

HELLA KGaA Hueck & Co.

9 months FY 2016/17



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This document may contain forward-looking statements and information on the markets in which the HELLA Group is active as well as on the business development of the HELLA Group. These statements are based on various assumptions relating, for example, to the development of the economies of individual countries, and in particular of the automotive industry. Various known and unknown risks, uncertainties and other factors (including those discussed in HELLA's public reports) could lead to material differences between the actual future results, financial situation, development or performance of the HELLA Group and/or relevant markets and the statements and estimates given here. We do not update forward-looking statements and estimates retrospectively. Such statements and estimates are valid on the date of publication and can be superseded.

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.

HELLA – Company Presentation 9M FY 2016/17

Agenda

- Financial Results 9M FY 2016/17

- Outlook

BACKUP

Positive sales growth and strong EBIT increase in 9M FY 2016/17

Financial Highlights 9M FY 2016/17

Sales

- **HELLA Group** currency and portfolio adjusted **9M sales grew by 3.5% YoY** to 4.8 bill. EUR
- Acceleration of adjusted **sales growth to 5.7% in Q3**

Profitability

- **9M adjusted Gross Profit margin at 27.5%** (+0.3%-points YoY), **Q3 unchanged at 27.0%** due to higher Automotive margin despite several project ramp-ups
- **Adjusted 9M EBIT +28 mill. EUR (+8.1% YoY) at 373 mill. EUR, Q3 +17 mill. EUR (+17.1% YoY) at 105 mill. EUR**
- **Adjusted 9M EBIT margin at 7.8%** (+0.4%-points YoY), **Q3 adj. EBIT margin +0.7%-points at 6.5%** due to lower R&D ratio

Liquidity

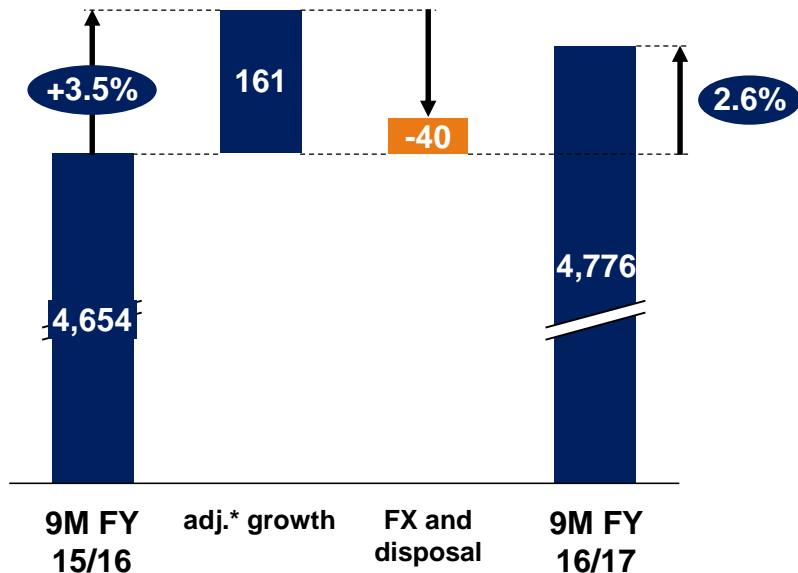
- **9M adjusted Free Cash Flow increased by 30 mill. EUR (+55% YoY) to 86 mill. EUR** mainly due to **higher results, Q3 +59 mill. EUR to 19 mill. EUR**
- **Continuously strong basis for future growth with cash and short term financial assets of 775 mill. EUR**

Note: Adjustments including restructuring expenses and supplier default in FY 15/16 and restructuring expenses in FY16/17. Please note that where sums and percentages in the presentation have been rounded, differences may arise as a result of commercial rounding.

HELLA top line growth with expected development in 9M FY 16/17

Financial Highlights 9M FY 2016/17

HELLA group revenues (EUR millions)



Comment

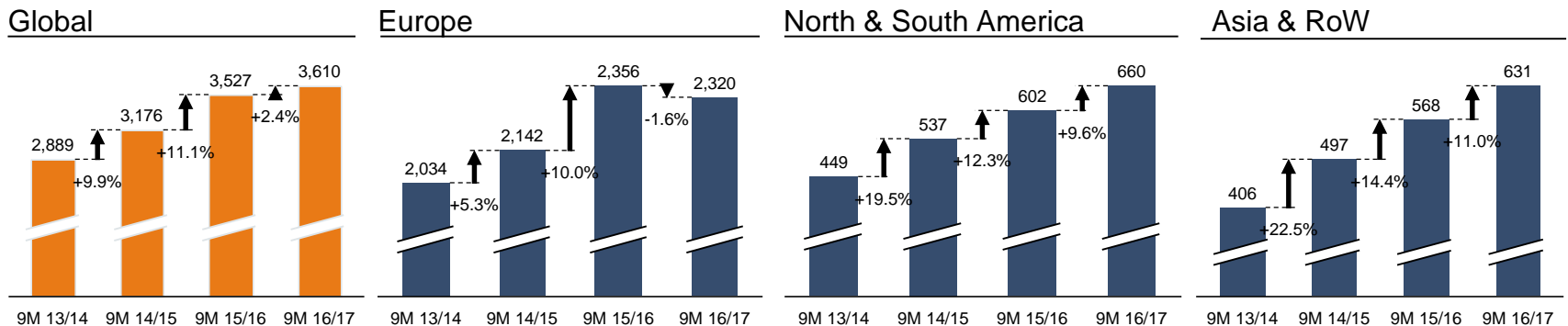
- **Currency and portfolio adjusted growth HELLA Group at 3.5%**
- **HELLA reported Group sales increased by 121 mill. EUR (+2.6%) to 4,776 mill. EUR:**
 - **Automotive + 2.4% to 3,610 mill. EUR. Demand for energy management products drives electronic business. Growth in electronics and lighting impacted by the preparation for ramp-ups. Increase in growth dynamics visible in Q3**
 - **Aftermarket +5.5% to 923 mill. EUR with positive development in all segments**
 - **Special Applications +0.2% to 209 mill. EUR excluding disposal of Industries and Airport Lighting activities**

*currency and portfolio adjusted

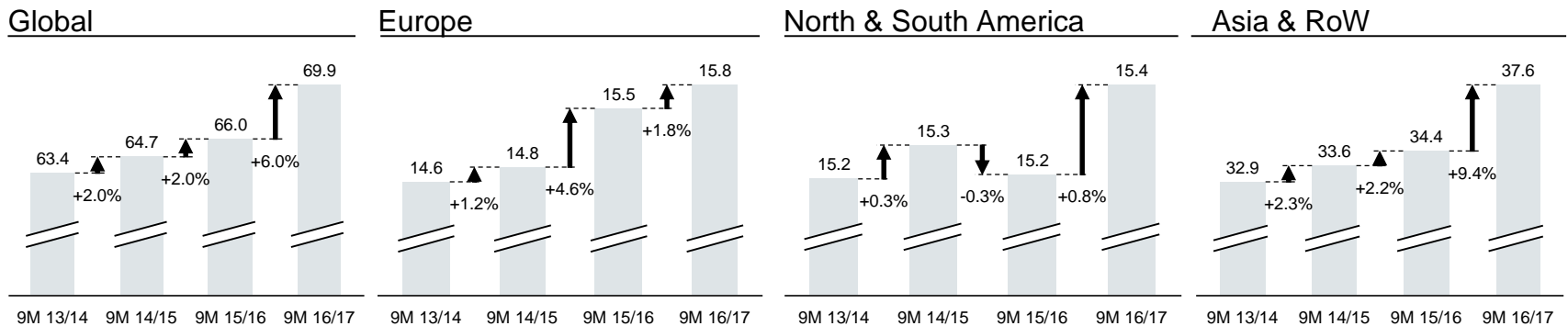
HELLA Automotive outperforming important regions

Financial Highlights 9M FY 2016/17

HELLA Automotive external sales by region (in EUR millions)



Light vehicle production (in million units)



HELLA Automotive growth vs. market (LVP) growth:



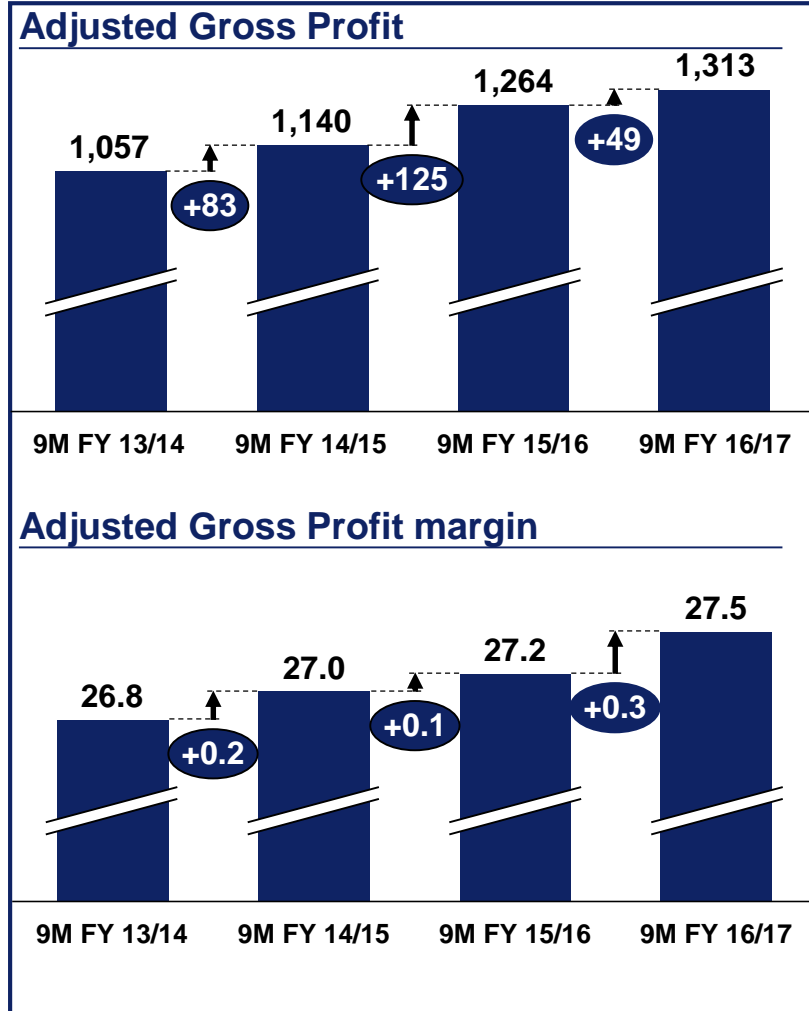
Source: HELLA; IHS (as of February 2017) ■ HELLA Automotive outperformance ■ HELLA Automotive underperformance



Improved productivity in Automotive results in GPM increase

Financial results 9M FY 2016/17

EUR millions and % sales



Adj.
Gross
Profit

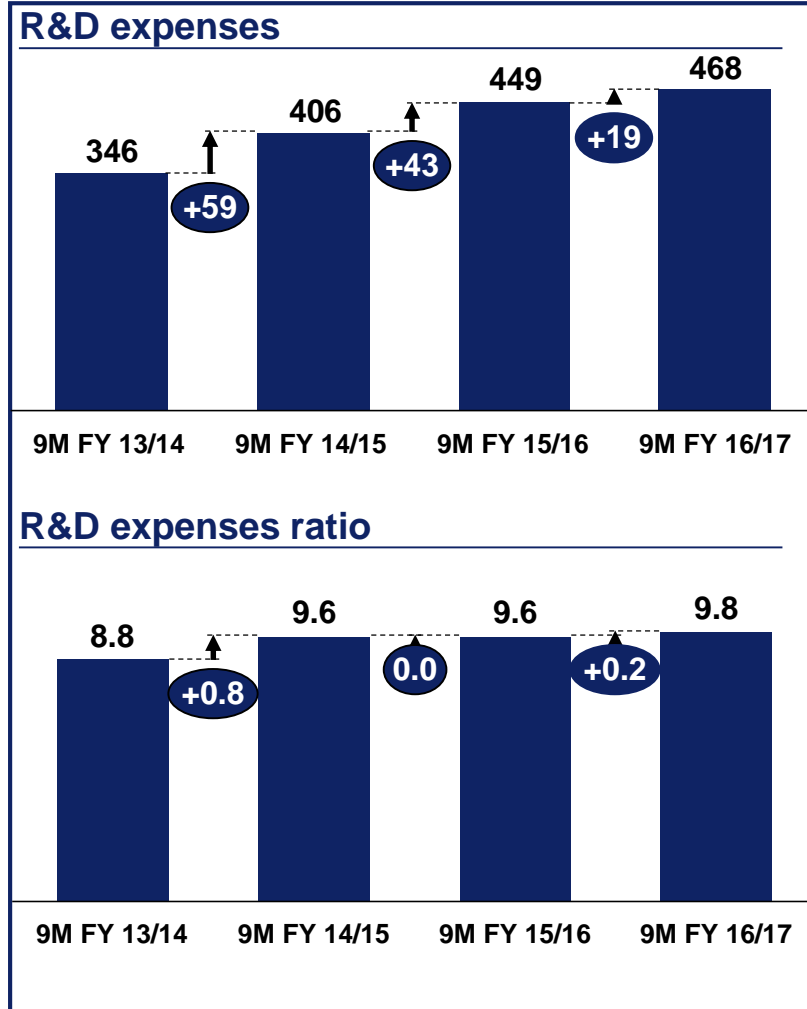
Adj.
Gross
Profit
Margin

- **Adjusted Gross Profit** increased by 49 mill. EUR (+4%) to 1,313 mill. EUR
- **Adjusted Gross Profit margin** improved by 0.3%-points to **27.5%** driven by positive product mix effects and operational improvements in Eastern Europe

High R&D expenses to secure future growth

Financial results 9M FY 2016/17

EUR millions and % sales



R&D

- **Absolute R&D** expenses increased by 19 mill. EUR (+4% YoY) to **468 mill. EUR** mainly for **preparation of forthcoming projects** as well as for **securing technology leadership**
- Focus on advanced **lighting** and **driver assistance systems & energy management** products

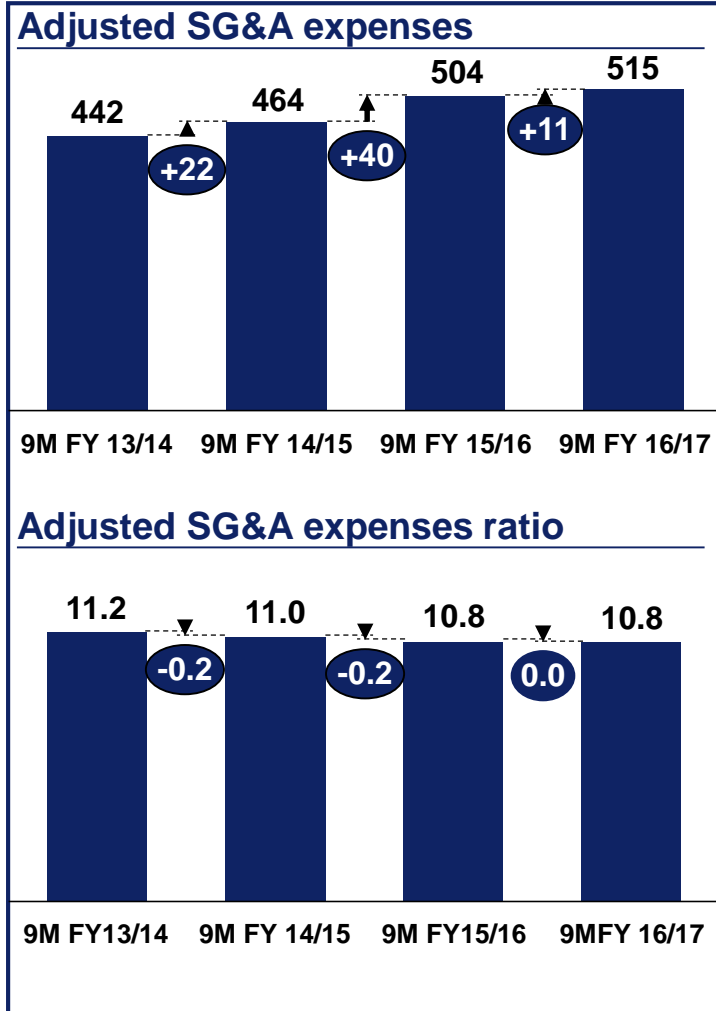
R&D ratio

- **9M FY16/17** ratio increased by **0.2%-points** to **9.8%** due to over-proportional increase in absolute R&D expenses after project wins
- Ratio development in line after step-up in Q3 FY 15/16

Relatively stable development of SG&A costs

Financial results 9M FY 2016/17

EUR millions and % sales



Adj.
SG&A

- **Distribution** expenses +12 mill. EUR (+3.3% YoY) to **377 mill. EUR** driven by higher Aftermarket sales and business extension in Poland
- **Adj. other income and expenses** +10 mill. EUR (+63%) to **24 mill. EUR** mainly due to higher level of provisions last year
- **Admin. expenses** +8 mill. EUR (+5.3%) to 161 mill. EUR due to **investments in corporate functions & systems**

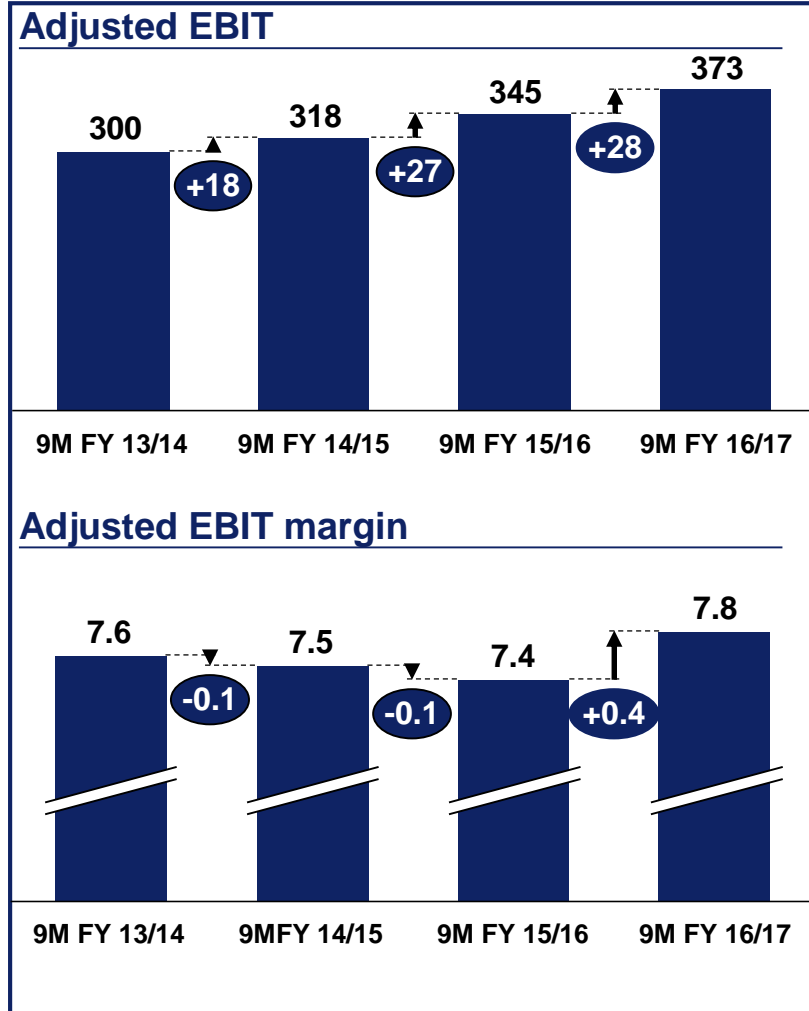
Adj.
SG&A
ratio

- **SG&A ratio** at **10.8%**, ratio of structural costs shows a **stable development**
 - **Distribution cost** ratio +0.1%-points to **7.9%**
 - **Administrative cost** ratio +0.1%-points to **3.4%**
 - **Adjusted other income and expenses** +0.2%-points to **0.5%**

Adjusted EBIT and EBIT margin above prior-year's level

Financial results 9M FY 2016/17

EUR millions and % sales



Adj.
EBIT

- **Adjusted EBIT** increased by 28 mill. EUR (+8.1% to **373 mill. EUR**)
- **Excluding** negative effects from **Industries and Airport Lighting** activities adj. EBIT increased by 30 mill. EUR to **384 mill. EUR**

Adj.
EBIT
margin

- **Adj. EBIT margin** increased by **0.4%-points** to **7.8%** mainly due to **increased GPM** (+0.3%-points) and **higher JV income** +0.2%-points, over-compensating higher (+0.2%-points) R&D expenses
- **Adj. EBIT margin** excluding Industries and Airport Lighting activities +0.4%-points to **8.1%**

P&L including reconciliation

Financial results 9M FY 2016/17

HELLA GROUP

In EUR mill.	9M FY 15/16				9M FY 16/17			
	Reported	Restructuring	Supplier	Adjusted	Reported	Restructuring	Legal	Adjusted
Gross profit	1,237.3	-	27.1	1,264.4	1,313.4	-	-	1,313.4
(Admin)	-153.5	-	0.3	-153.2	-161.3	-	-	-
Other income and expenses	-13.6	8.1	19.8	14.4	-1.2	8.7	16.0	23.5
EBIT	289.7	8.1	47.2	345.0	348.2	8.7	16.0	372.8
Net financial result	-31.5				-29.0			
Taxes	-74.2				-71.5			
Earnings for the period	184.0				247.7			
Earnings per share (EUR)	1.63				2.21			

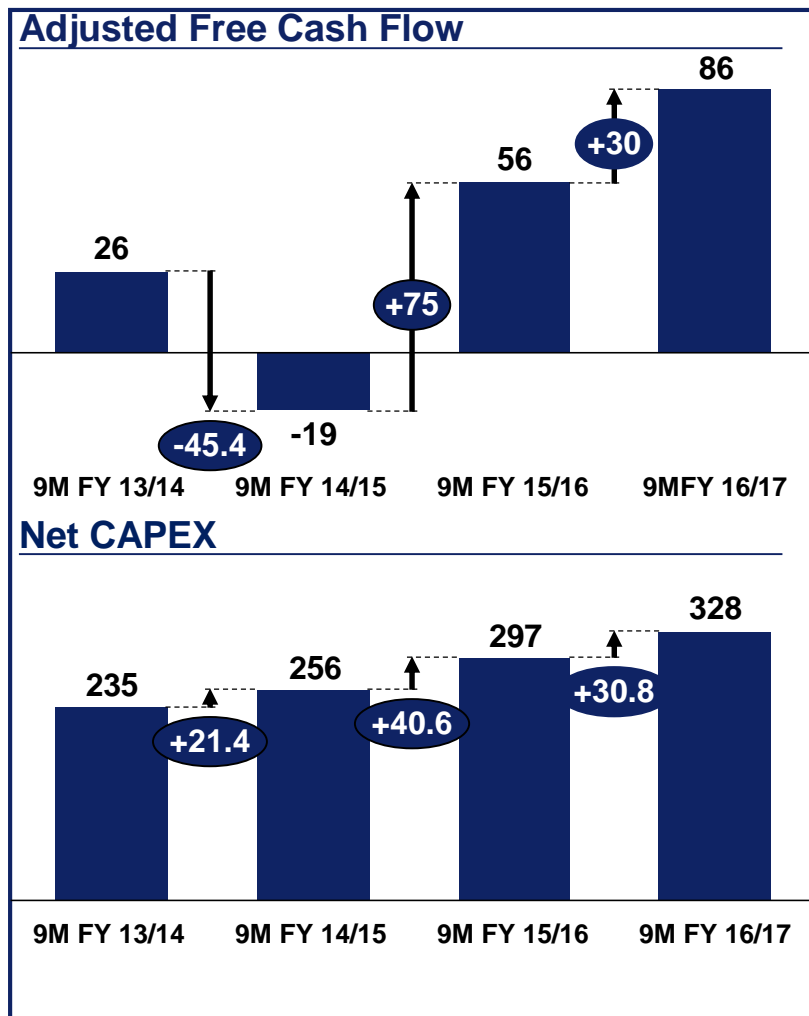
Comment

- Reported EBIT margin 9M FY 15/16 negatively impacted by effects of supplier default and restructuring expenses in Germany
- Reported EBIT margin 9M FY 16/17 adversely impacted by effects from provisions in connection with the proceedings initiated by the European cartel authorities and restructuring expenses in Germany
- Net financial result improved as prior year was impacted more by negative market environment
- Earnings for the period increased with higher EBIT compared to previous year
- EPS increased to 2.21 EUR vs. 1.63 EUR last year

Cash Flow impacted by project investments

Financial results 9M FY 2016/17

EUR millions



Adj.
Free
Cash
Flow

- **Adj. Free Cash Flow** increased by 30 mill. EUR to **86 mill. EUR** mainly due to **higher results and Working Capital improvements**

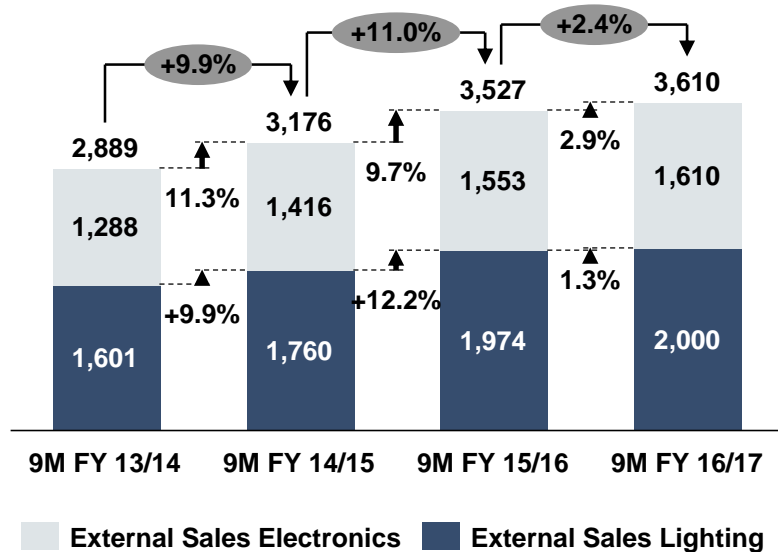
Net
CAPEX

- **Net CAPEX** increased by 31 mill. EUR to **328 mill. EUR**
- Continuous **investments** in customer-specific **equipment**
- **Reimbursements** increased by 19 mill. EUR to **91 mill. EUR** depending on project launches

Note: Adj. FCF 9M FY 16/17 excludes cash restructuring payments (7 mill. EUR.) and termination of factoring program (70 mill. EUR). Adj. FCF 9M FY 15/16 excludes cash restructuring payments (9 mill. EUR) reduction of factoring (20 mill EUR), and cash payments for Chinese supplier issue (34 mill. EUR)

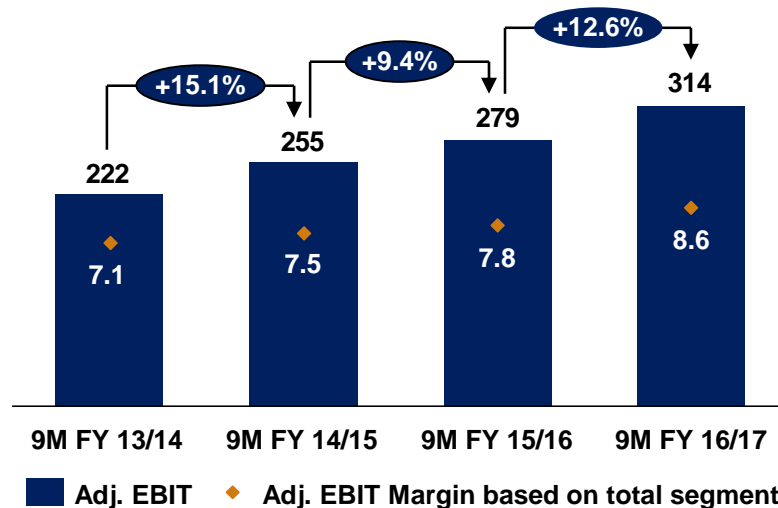
Automotive with increased profitability

Financial results 9M FY 2016/17



Automotive External Sales

- Moderate growth of 2.4% with project ramp-ups starting in Q3 FY 16/17
- Demand for energy management products drives electronic business
- Ongoing growth dynamics expected
- Negative FX effect vs. positive effect in 9M FY 15/16



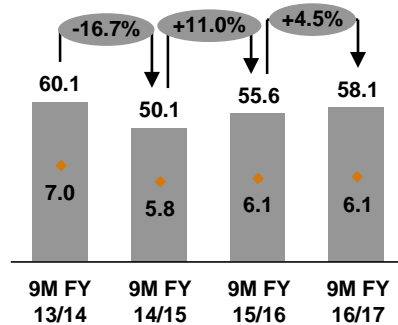
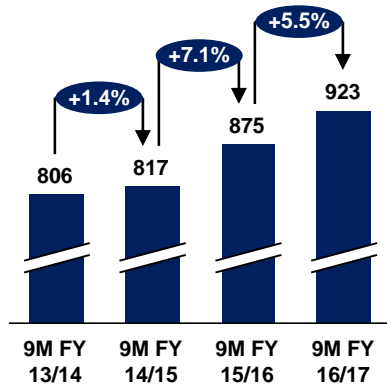
Automotive Profitability

- Strong increase of adj. EBIT margin to 8.6%, mainly on the basis of
 - increased adj. GPM due to improved operational efficiency and positive product mix
 - higher JV contribution after a weak comparable basis in 9 months FY 15/16

Non Automotive segments with positive contribution

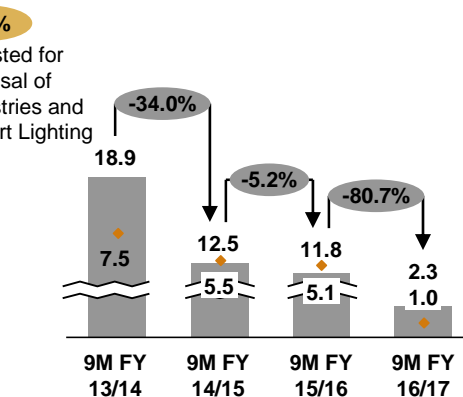
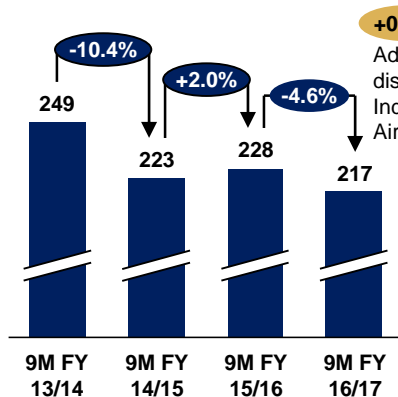
Financial results 9M FY 2016/17

Aftermarket



- Strong wholesale and IAM business
- Positive demand for workshop products
- Constant EBIT margin due to increase in GPM and leverage of distribution network compensating higher admin costs

Special Applications



- Slightly positive top-line growth excluding the Industries and Airport Lighting activities
- Agricultural sector leads to weak development of Special OE sales, other product groups e.g. trailer still growing
- Costs for wind-down of Industries & Airport lighting activities and production relocation affect margin negatively (in total 14 mill. EUR)

■ External Sales

■ EBIT

◆ EBIT Margin based on total segment sales (%)

Q3 FY 16/17 with profitability increase compared to previous year

Financial results 9M FY 2016/17

HELLA GROUP

	Q3 FY 15/16	Q3 FY 16/17
Adjusted* growth (YoY)	6.5%	5.7%
FX (YoY)	0.9%	0.1%
Portfolio (YoY)	-	-0.3%
LVP** (YoY)	2.3%	4.2%
Adj. EBIT Margin	6.0%	6.6%
	6.2%***	6.8%***
Adj. FCF	€ -39m	€ 19m

Comment

- Q3 FY 16/17 with positive organic growth due to Automotive, previous year driven by strong Automotive and Aftermarket (IAM catch up after end of wholesale consolidation)
- Adj. Gross Profit and GPM comparable in both quarters. Positive product mix effects and further operational improvements in Eastern Europe in Q3 FY 16/17
- Adj. EBIT margin Q3 FY 16/17 driven by lower R&D ratio
- Adj. EBIT margin including portfolio adjustment higher than previous year
- Strong improvement of adj. OCF in Q3 FY 16/17

*Currency and portfolio adjusted sales growth;

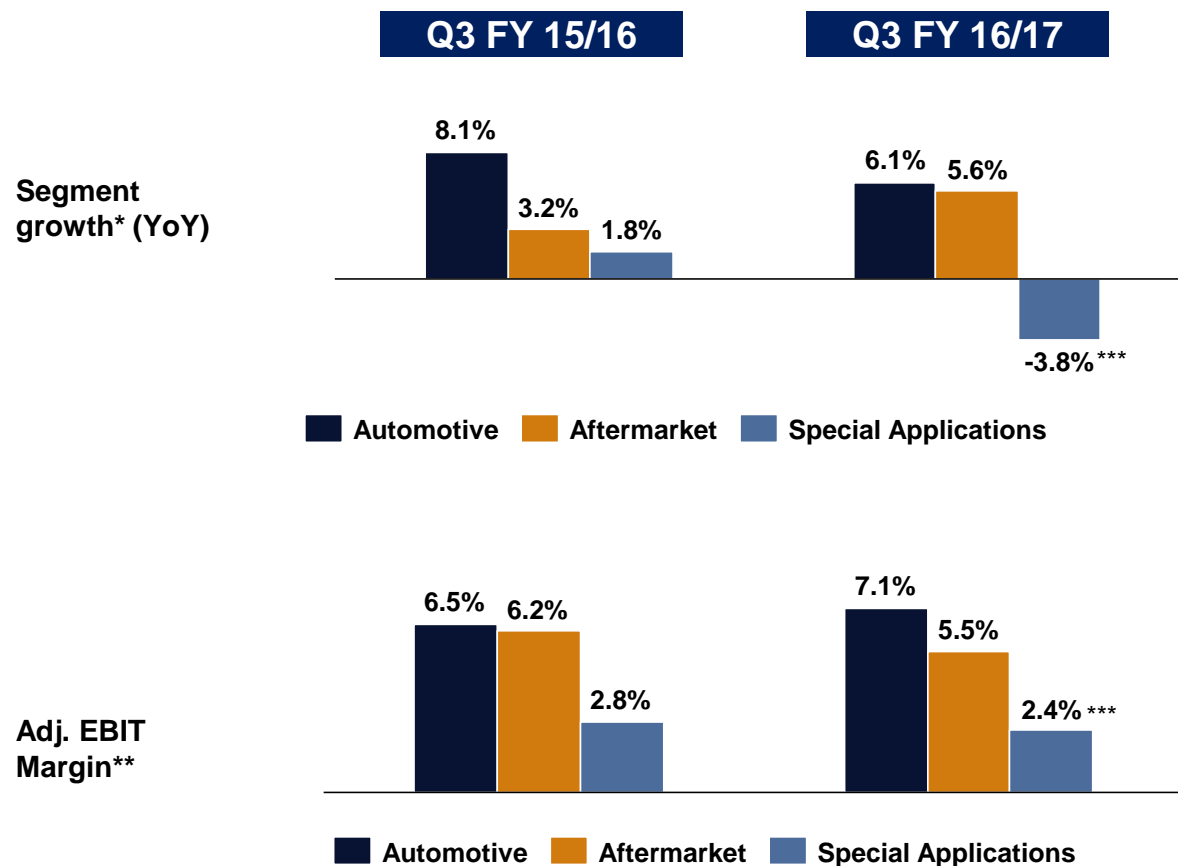
**Global Light Vehicle Production according to HELLA fiscal year, source: IHS, HELLA analysis

***excluding Industries and Airport Lighting activities

Q3 FY 16/17 with stronger profitability in Automotive

Financial results 9M FY 2016/17

HELLA SEGMENTS



Comment

- Q3 FY 16/17 with increasing Automotive growth after project ramp-ups
- Strong Independent Aftermarket and garage business
- Special Applications with weak agricultural market. In Q3 FY 15/16 recovery effects
- Adjusted EBIT Automotive increased due to higher GPM and lower R&D ratio
- Aftermarket adjusted EBIT margin declined due to lower GPM driven by mix and higher investments in branches and functions
- Special Applications with 2.6 mill. EUR negative effects from Industries and Airport Lighting disposal

*external sales, **based on total sales, ***including Industries and Airport Lighting activities. Portfolio adjusted sales growth Q3 FY 16/17 +1.3%, adj. EBIT margin excluding Industries and Airport Lighting activities 6.2%

HELLA – Company Presentation 9M FY 2016/17

Agenda

- Financial Results 9M FY 2016/17

- Outlook

BACKUP

Overall market expected to grow by 1.9% according to IHS Outlook

Region	Expected Light Vehicle Production (in m units)	Comment
Europe	<p>21.8 CY 2017</p>	<ul style="list-style-type: none"> Continuing moderate growth in 2017 expected
NSA	<p>20.6 CY 2017</p>	<ul style="list-style-type: none"> After peak of US market in 2015 the LVP is expected to stay flat in 2017
China	<p>27.7 CY 2017</p>	<ul style="list-style-type: none"> Growth forecasted to slow down in 2017
Global	<p>+94.8 CY 2017</p>	<ul style="list-style-type: none"> Overall market expected to grow by 1.9%

Source: IHS Light Vehicle Production (LVP) (as of March 2017)

Company specific development for FY 2016/17 confirmed

Outlook

Current outlook is fundamentally in line with the forecasts given in the Annual Report FY 2015/16

Guidance

Sales Growth

Growth in a mid-single digit percentage range*

Adj. EBIT Growth

Growth in a mid-single digit percentage range

Adj. EBIT margin

At the prior year's level

Mid-term growth prospects

Order intake in the last two years expected to result in acceleration of growth dynamics beyond FY 16/17

* Excluding FX and portfolio effects

HELLA – Company Presentation 9M FY 2016/17

Agenda

- Financial Results 9M FY 2016/17
- Outlook

BACKUP

– HELLA at a Glance

Market and technology leadership as key strategic principles

HELLA at a glance – Overview

KEY FACTS

- **Founded 1899** in Lippstadt (Germany)
- Global footprint with around **34,000 employees** at more than **125 locations** in roughly **35 countries**
- Integrated business portfolio in **Automotive, Aftermarket, and Special Applications**
- **Leading market positions** in automotive **Lighting and Electronics**
- One of the **top 40 automotive suppliers** in the world and **one of the 100 largest German industrial companies**

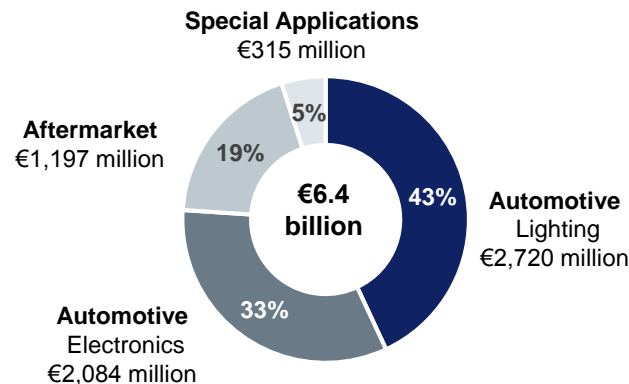
KEY FINANCIALS

in EUR millions and % of sales

	FY 2014/15	FY 2015/16	Change
Sales	5,835	6,352	+8.9%
Adjusted EBIT	445	476	+7.1%
Adjusted EBIT margin	7.6%	7.5%	-0.1% points
Adjusted Operative Cash Flow	120	134	+14

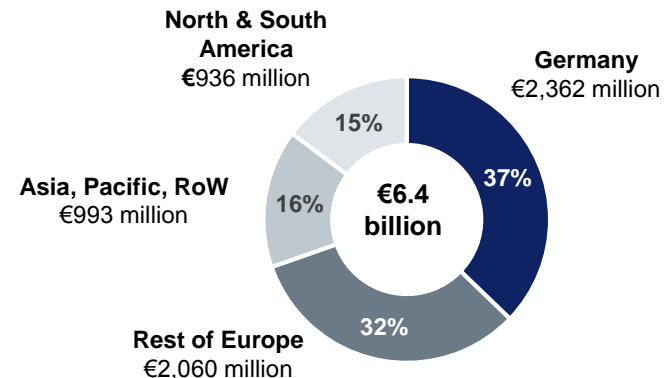
SALES BY BUSINESS SEGMENTS

external sales, fiscal year 2015/2016



SALES BY REGIONS

external sales, fiscal year 2015/2016

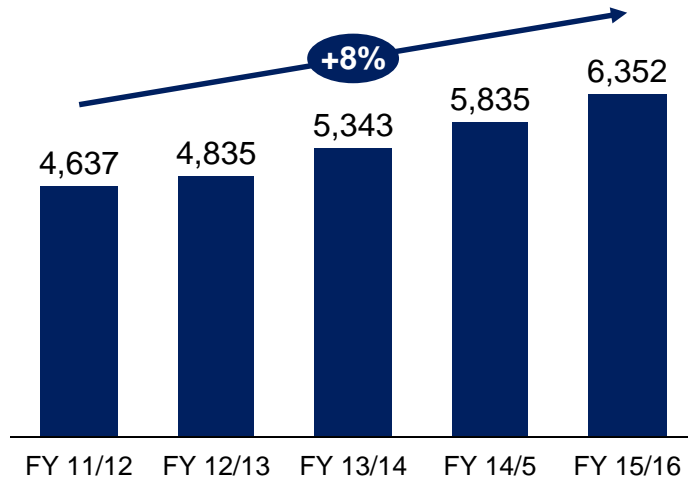


Track record of steady profitable growth

HELLA at a glance – Sales and EBIT development

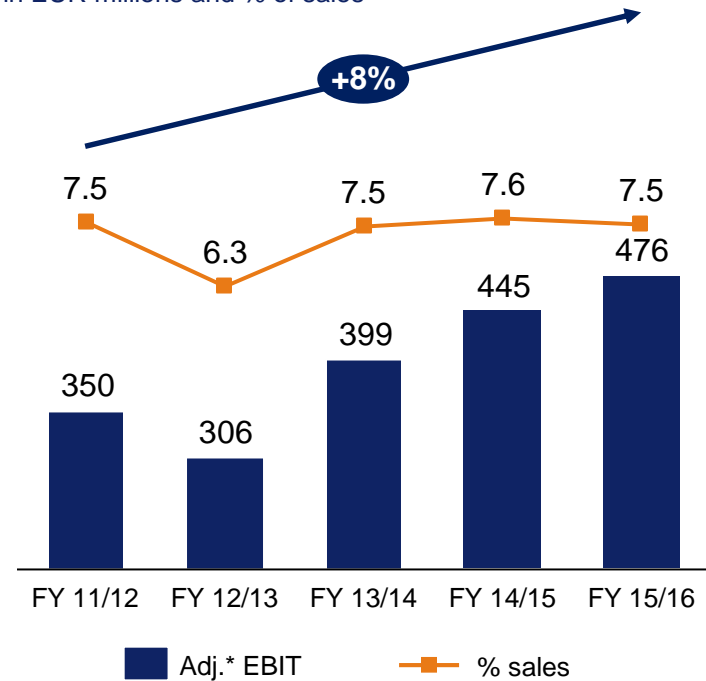
SALES

in EUR millions and % of sales



ADJUSTED EBIT*

in EUR millions and % of sales



- **Sustainable growth** during the last years with a clear **focus on organic growth**

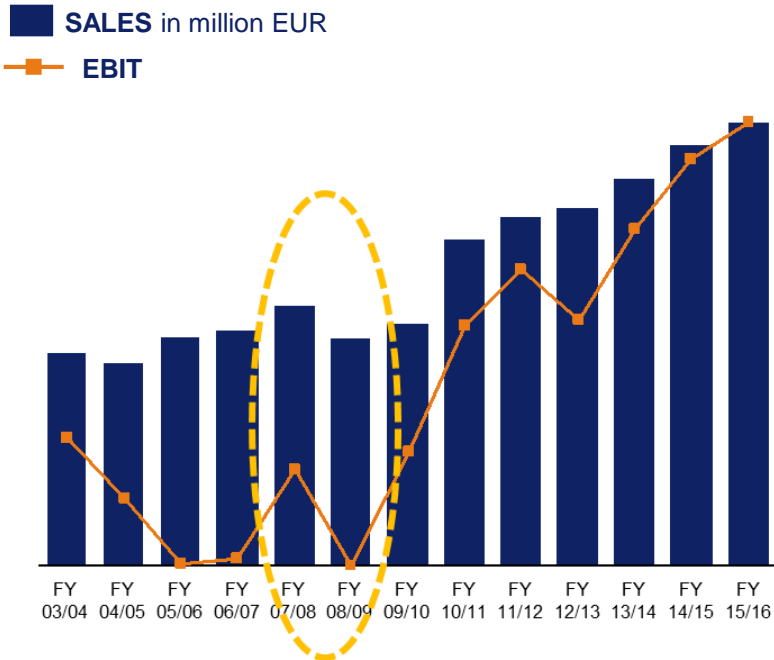
- Overall **stable profitability**
- **Scale effects** and **increased efficiency** on structural costs drive margin

*) adjusted for restructuring expenses and the effects of the supplier default in FY 15/16

Resilient business model through strong Aftermarket share

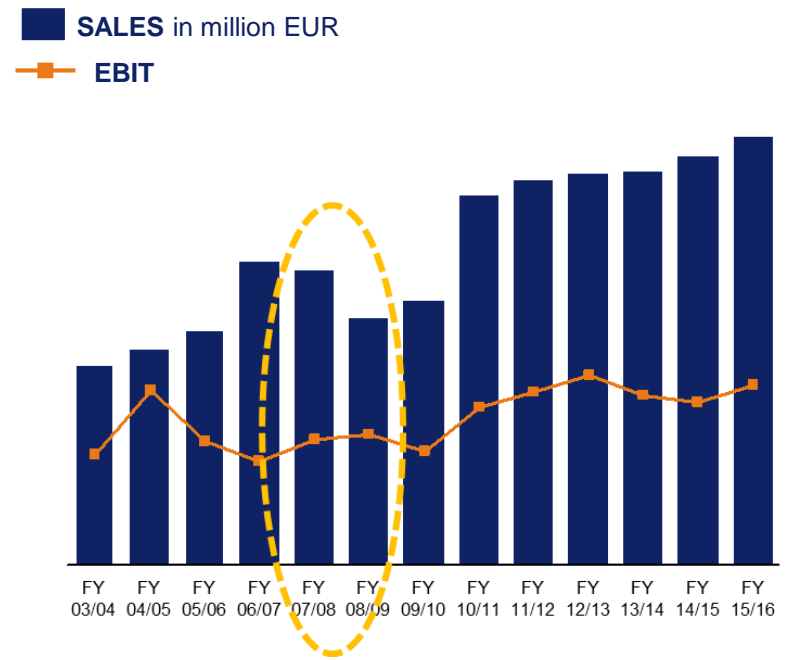
HELLA at a glance – Resilient business model

AUTOMOTIVE*



- ▶ Automotive clearly **growth driver**
- ▶ **Volatility** depending on cycle

AFTERMARKET**



- ▶ **Stable** Cash Flow and profit generation through
 - ▶ **Steady sales growth**
 - ▶ Innovative business models and unique value chain positioning

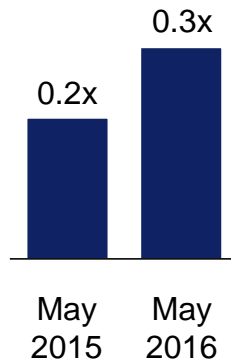
*) Sales as reported w/o adjustments for consolidation or accounting changes, **) incl. sale of Danish subsidiary Holger Christianses A/S

High financial stability ensuring long-term growth perspective

HELLA at a glance – Financial stability

Solid capital structure

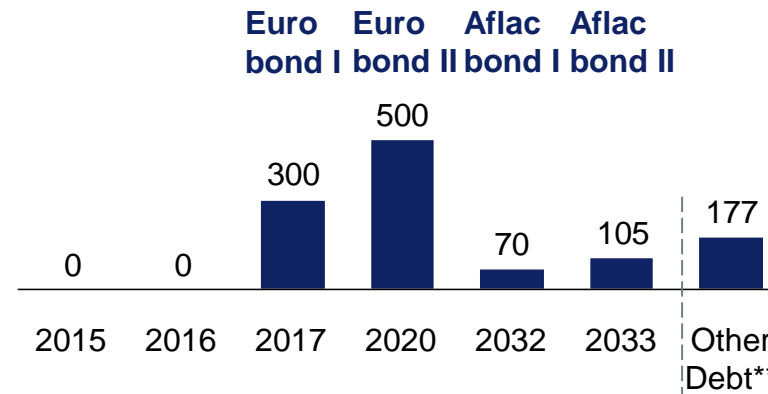
Net debt/
EBITDA



Cash & assets



Debt and maturity profile*, in millions EUR



Additional Revolving Credit (2015) (1+1+5) of EUR 450m with 10 core banks as back-up facility

Strategic flexibility

HELLA has a stable and solid financial fundament which forms the basis for its future strategic plans












- Prudent financial policy throughout the cycle
- Financing of long-term growth strategy
- Acquisition firepower

- Capital-market-oriented capital structure
- **Good liquidity profile** and consistent liquidity management
- **EUR 86m dividends** (0.77EUR/share) paid September 2016

*) As of May, 2016; Euro bond I: 1.15%, Euro bond II: 2.375%, Aflac bonds hedged values; **) Mostly short-term

Unique combination of competence set in advanced electronics and lighting technologies

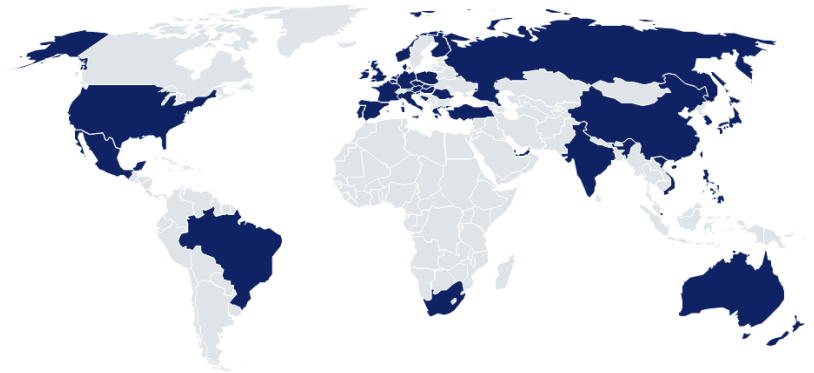
HELLA at a glance – Selected products

MARKET TRENDS	LIGHTING selected HELLA products	ELECTRONICS selected HELLA products
<p>ENVIRONMENT / EFFICIENCY</p>  <ul style="list-style-type: none"> ▶ Fuel System and Energy Management technologies for combustion engines, hybrids and electric vehicles ▶ Efficient lighting technologies like LED 	 <p>Matrix-LED Headlight</p>  <p>LED Rear lamp</p>	 <p>48V DC/DC Converter</p>  <p>Cooling Valve Actuator</p>  <p>Battery Management System</p>
<p>SAFETY</p>  <ul style="list-style-type: none"> ▶ Light based assistance systems and optimal illumination ▶ Sensors for detection of the driving environment 	 <p>HD headlamps systems (Advanced Front-Lighting)</p> 	 <p>24 GHz Rear radar</p>  <p>77 GHz Front radar</p>
<p>STYLING / COMFORT</p>   <ul style="list-style-type: none"> ▶ Optical elements for individual styling with LED or OLED lighting technology ▶ Enhanced personalization and interactions (vehicle to environment) ▶ Individualized and designed parts 	 <p>OLED Rear lamp</p>  <p>LED Styling Headlight</p>  <p>Ambient Interior Lighting</p>	 <p>Design-driven Remote keys</p>  <p>Body Control Modules</p>

Powerful global network to ensure customer proximity as well as cost competitiveness

HELLA at a glance – Global footprint

- ▶ **33,689 employees* are working for HELLA at more than 125 locations in roughly 35 countries**



GLOBAL PRODUCTION AND DEVELOPMENT FOOTPRINT

NUMBER OF SITES	NORTH / SOUTH AMERICA	EUROPE	ASIA / PACIFIC / ROW	Σ
PRODUCTION	7	12	9	28
DEVELOPMENT	6	20	15	41
Σ	13	32	24	69
Employees*	4,690	23,094	5,905	33,689
	14%	69%	18%	

* As of balance sheet date (May 31, 2016)

Broad automotive portfolio in strong growing areas

HELLA at a glance – Business Segment Automotive

BUSINESS OVERVIEW*

Lighting <ul style="list-style-type: none"> ▪ Headlamps ▪ Rear Combination Lamps ▪ Small Lamps ▪ Interior Lighting ▪ Lighting Electronics 	<ul style="list-style-type: none"> ▶ #1 market position in LED headlamps Europe ▶ #3-4 global and #1-2 European market position in OE passenger car lighting
Electronics <ul style="list-style-type: none"> ▪ Components ▪ Energy Management ▪ Driver Assistance Systems ▪ Body Electronics ▪ Steering 	<ul style="list-style-type: none"> ▶ #2-3 global and #1-2 European market position in defined automotive electronic segments

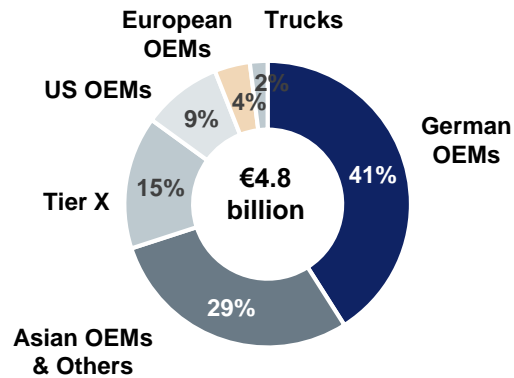
KEY FINANCIALS

in EUR millions and % of sales

	FY 2014/15	FY 2015/16	Change
External Sales	4,364	4,804	+10.1%
Adjusted EBIT**	354	390	+10.1%
Adjusted EBIT margin**	8.1%	8.1%	+/-0
External Sales Lighting	2,427	2,720	12.1%
External Sales Electronics	1,937	2,084	7.6%

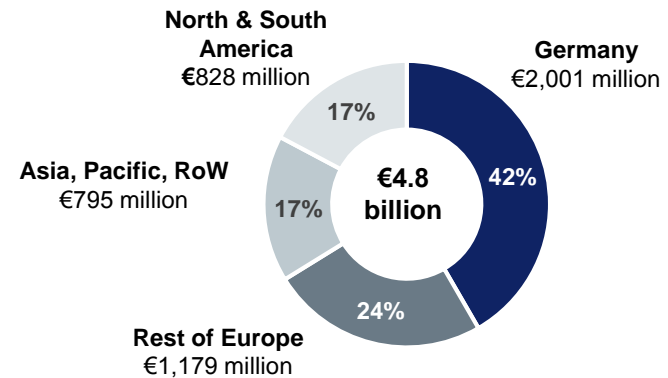
AUTOMOTIVE SALES BY CUSTOMERS

excluding non-product sales, fiscal year 2015/2016



AUTOMOTIVE SALES BY REGIONS

external sales, fiscal year 2015/2016



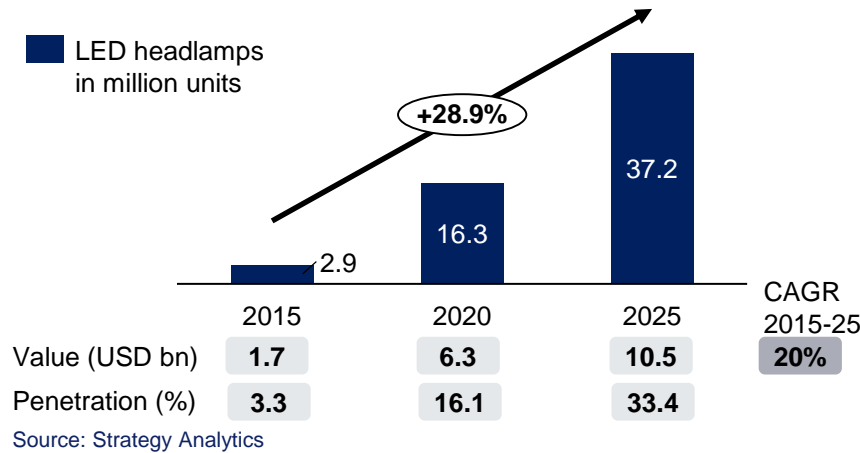
*) All figures related to the selected markets and product categories based on HELLA's portfolio, as covered in an external market study commissioned by HELLA (2014)

**) Adjustments including restructuring expenses and supplier default in FY 15/16

LED competence as driver for HELLA Lighting

HELLA at a glance – Business Segment Automotive

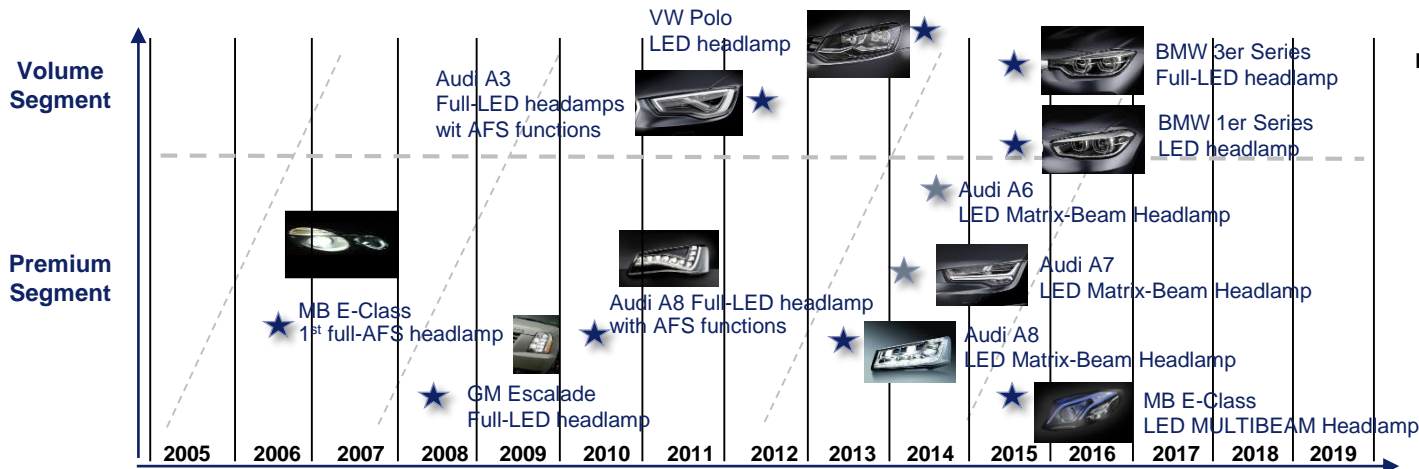
LED to change the automotive market...



...with penetration rates of LED to explode

- More than **1/3** of produced light vehicles equipped with **LED headlamps in 2025**
- Driver:
 - Need for advanced lighting based assistance systems
 - Need for energy efficient lighting system
 - Need for designed parts and distinguishable lighting elements

HELLA first-to-market applications & penetration into mass models



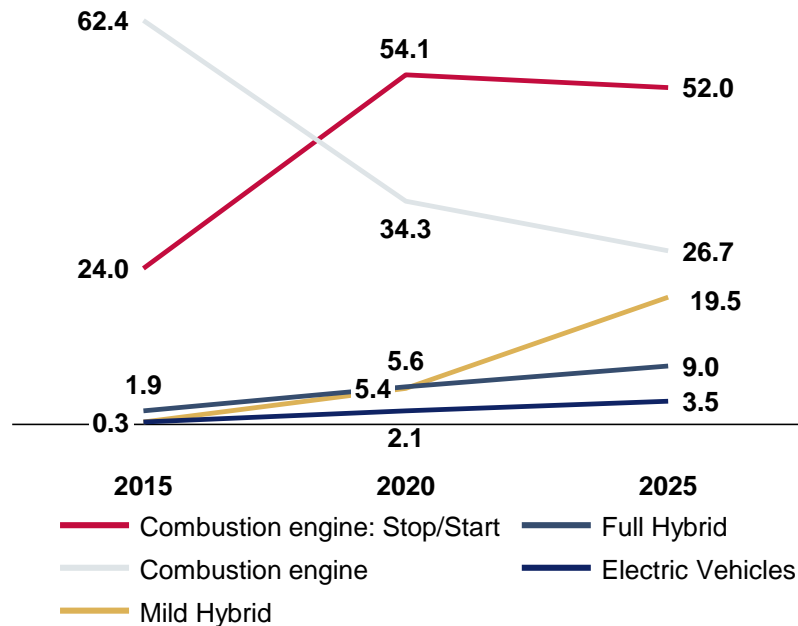
- HELLA offers **scalable solutions for premium and volume segments**

Energy management competence as driver for HELLA Electronics

HELLA at a glance – Business Segment Automotive

POWERTRAIN CONCEPTS

MARKET PERSPECTIVE
worldwide in million vehicles



- ▶ **Internal combustion engines** with start/stop still **dominant in future**
- ▶ **Growing focus on hybrid technology**

HELLA POSITIONING

Established competence for combustion engines

■ Global market leader for 12V DC/DC converters



- > 2 million units annually
- First to market with voltage stabilizers in 2007
- DC/DC converter for dual battery application in 2010
- High power DC/DC converter for start/stop applications in 2013



■ Global market leader for Intelligent Battery Sensors



- > 10 million units annually
- 4th generation of IBS in 2009
- 5th generation of IBS in 2016

Technologies for future powertrain concepts

■ New technologies for low cost hybrids



- > Start of production for a 3kW 48V high power DC/DC converter in spring 2017

■ Battery management systems and products for hybrids and electric vehicles



- High Voltage Current Sensor in 2015



- Li-Ion BMS in 2016

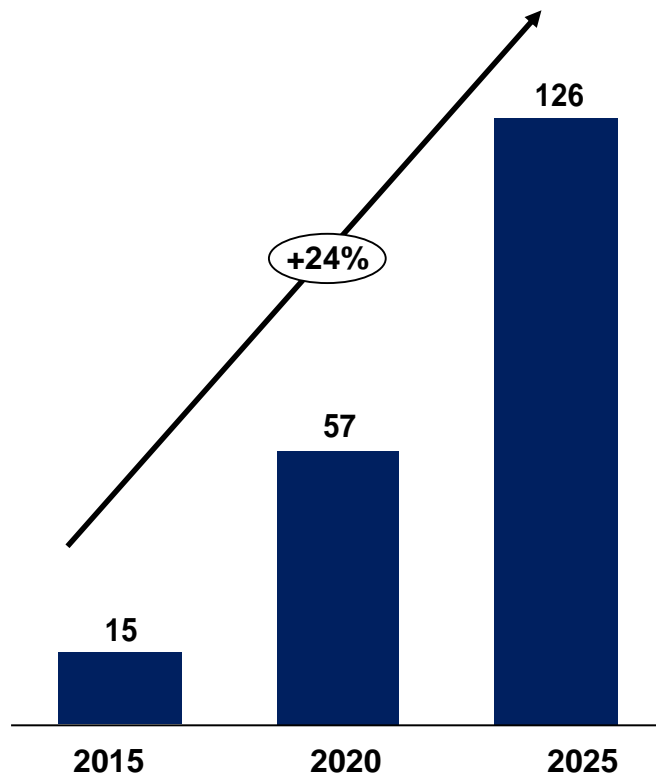
Source: IHS, Strategy Analytics

ADAS competence as driver for HELLA Electronics

HELLA at a glance – Business Segment Automotive

SMALL-RANGE / MID-RANGE RADAR

MARKET PERSPECTIVE
worldwide sales in million units



HELLA POSITIONING

24 GHz rear radar



Functionalities



Lane change assist



Blind spot detection



Exit Assistant



Rear cross traffic alert

- World market leader in 24 GHz radar solutions
- > 120 carlines at 12 OEMs
- > 10 million produced sensors
- Fast chirp modulation principle for high performance
- Radar 4.0 in 2015 with significant packed size reduction

77 GHz front radar



Functionalities



Front cross traffic alter



Enhanced blind spot detection

- 77 GHz radar solutions developed
- Cost-efficient solution for front and side applications
- Increased performance for near range detection
- Cost-efficient solution

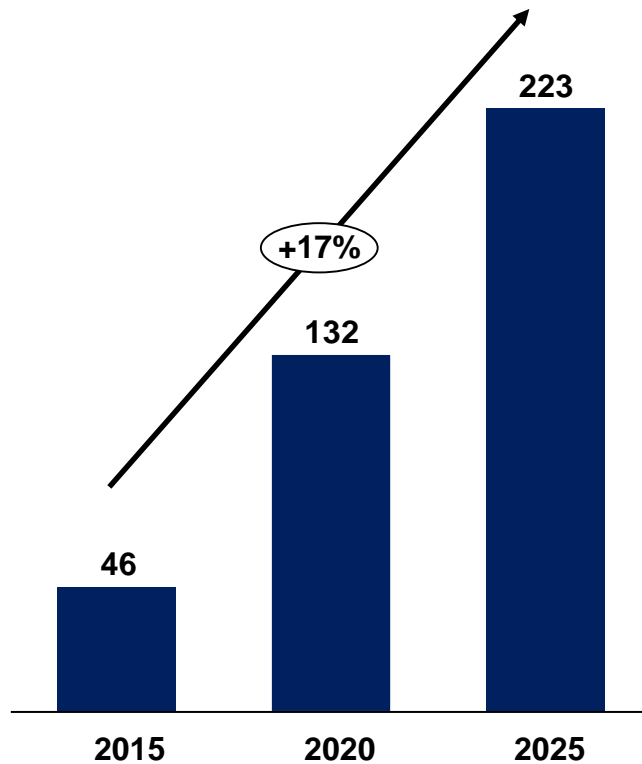
Source: NHTSA, Strategy Analytics, HELLA analysis

Software competence as driver for HELLA Electronics

HELLA at a glance – Business Segment Automotive


CAMERA TECHNOLOGY

MARKET PERSPECTIVE
worldwide sales in million units




HELLA POSITIONING


Camera Software




Functionalities




Lane Detection



Traffic Sign Recognition





Light Assist



Vehicle & Pedestrian Detection*

- > 10 years of experience in ADAS software
- Field proven in series projects with major OEMs

Integration Competence

	Existing suppliers	HELLA offering
Chip	fixed	flexible 
Software	fixed	flexible 

Black box

- Flexible and scalable hardware/software bundles
- Freedom to choose IP components (own, 3rd party)
- ADAS testing and integration as a service

* in development

Source: NHTSA, Strategy Analytics, HELLA analysis

Competitive advantage through complete aftermarket solutions

HELLA at a glance – Business Segment Aftermarket

BUSINESS OVERVIEW



1

Independent Aftermarket (IAM)

- Sale of **own and third-party spare parts** to IAM wholesalers
- **Global presence** with sales into >100 countries
- **Strong position** of sales network and brand presence in **European market (#1-3)**



2

Wholesale Distribution

- Building **holistic product portfolio** from part suppliers and **offering to IAM garages**
- **Market leader** in **Denmark**, and **second largest wholesaler** in **Poland**
- **Synergies through** HELLA wholesale organization “**Nordic Forum**”



3

Workshop Equipment

- Premium provider of **workshop solutions, diagnostic tools** and advanced **equipment** to garages
- Offering of **professional services**, e.g. technical data/hotline, trainings & financial services
- **One of the two largest suppliers** in German-speaking markets

KEY FINANCIALS

in EUR millions and % of sales

	FY 2014/15	FY 2015/16	Change
Sales	1,131	1,197	+5.9%
EBIT	73.1	80.1	+9.5%
EBIT margin	6.5%	6.7%	+0.2% points
Sales IAM	502	519	+3.4%
Sales Wholesale	496	534	+7.7%
Sales Garage Equipment	61	72	+18.0%

STRATEGIC FOCUS

Independent Aftermarket (IAM)

- ▶ Optimization of **product portfolio** and **customer access**

Wholesale Distribution

- ▶ Expansion of **digitalization strategy** (e.g. E-commerce, B2B2C)
- ▶ **Inorganic expansion**

Workshop Equipment

- ▶ Offering of **advanced high-tech garage equipment** (e.g. for E-mobility, autonomous driving)
- ▶ Systematic **use of own data and diagnostic competence**

Unique positioning as driver for HELLA Aftermarket

HELLA at a glance – Business Segment Aftermarket

MARKET TRENDS

Increasing complexity of repairs

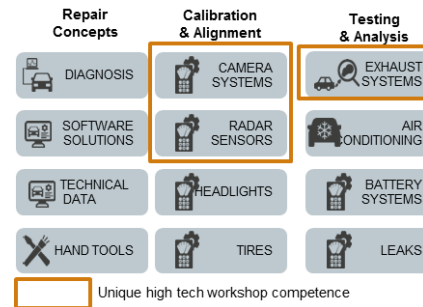
- **Increasing functionality and interfaces**
- **E-mobility and autonomous driving**

Changing customer demand

- Repair decisions done by **intermediates**
- Less importance of car and demand for **cost efficient repairs**
- **New online business channels** and interfaces
- **Big data** and comparability of offering

HELLA POSITIONING

Competence for diagnostic tools & services



HELLA Gutmann empowers independent garages to offer high tech professional repairs

Strong network and e-commerce offering

- **Bundle workshops** under combined market appearance to offer comprehensive network 
- Offer comprehensive product and service, be a **partner of the garage** 
- Utilize workshops as fulfillment partner for digitalization strategy:
 - Ramp-up digital platform for **B2C** 
 - **Acquisition of iParts**, the **leading online shop** of vehicle spare parts **in Poland**
 - Develop digitalization strategy for **B2B2C** (Integrated Services Platform)

Diversification of business portfolio based on existing strengths

HELLA at a glance – Business Segment Special Applications

BUSINESS OVERVIEW

- Development, production and sale of **lighting and electronics products for special vehicle manufacturers**
- **“Fast follower” of technological innovations in automotive segment** along megatrends LED, energy efficiency and safety
- Application of know-how through **own research and development resources** and **dedicated production footprint**
- **Strong market position in lighting product** areas based on long-standing experience, in particular in Europe
- Focusing on a **variety of attractive target groups**

TARGET GROUPS



KEY FINANCIALS

in EUR millions and % of sales

	FY 2014/15	FY 2015/16	Change
Sales	308	315	+2.0%
EBIT	18.9	5.0	-73.6%
EBIT margin	6.1%	1.6%	-4.5% points

NOTE: EBIT decrease in FY 2015/16 mainly due to negative one-off effects in connection with the sale of the business fields „Industries“ (Street and Industrial Lighting) and „Airport Lighting“

STRATEGIC FOCUS

Lighting

- ▶ Drive **LEDfication**
- ▶ **Customized / semi-customized headlamp solutions** with innovative technology

Electronics

- ▶ Push **technology upgrade** growth with **E/E off-the-shelf**
- ▶ Enhance **electronic product portfolio**

Target groups

- ▶ Local **portfolios for emerging markets**
- ▶ **Parts of business to be analyzed** if competitive size is achievable



Technology with Vision

Thanks for your attention

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