

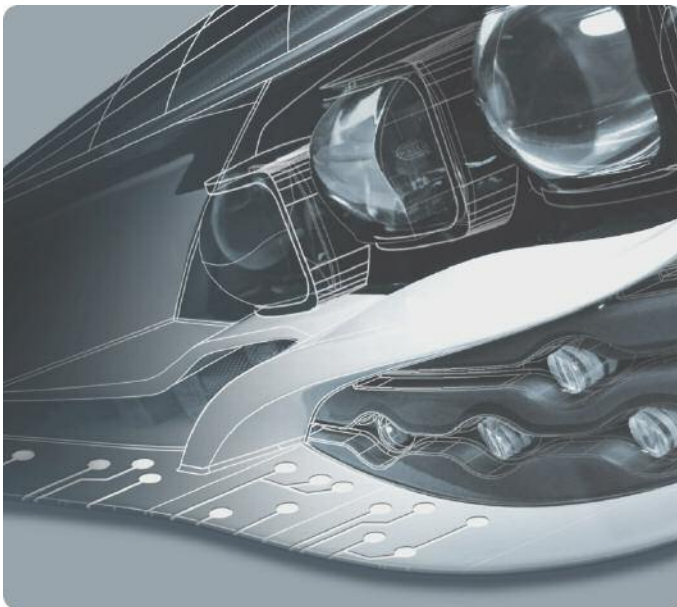


Technology with Vision

HELLA KGaA Hueck & Co

16th German Corporate Conference

Frankfurt, 17.01.2017



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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.



HELLA – 16th German Corporate Conference

Agenda

- Financial Results H1 FY 2016/17
- Outlook

BACKUP

Positive sales growth and strong EBIT increase in H1 FY 2016/17

Financial results H1 FY 2016/17

Sales

- **HELLA Group** currency and portfolio adjusted **sales grew 2.4%** YoY to 3.2 bill. EUR due to preparation of project ramp-ups in the Automotive segment

Profitability

- **Adjusted Gross Profit margin** at **27.7%** (+0.5%-points YoY)
- **Adjusted EBIT** +12 mill. EUR (+4.9% YoY) at **268 mill. EUR**
- **Adjusted EBIT margin** at **8.4%** (+0.3%-points YoY)

Liquidity

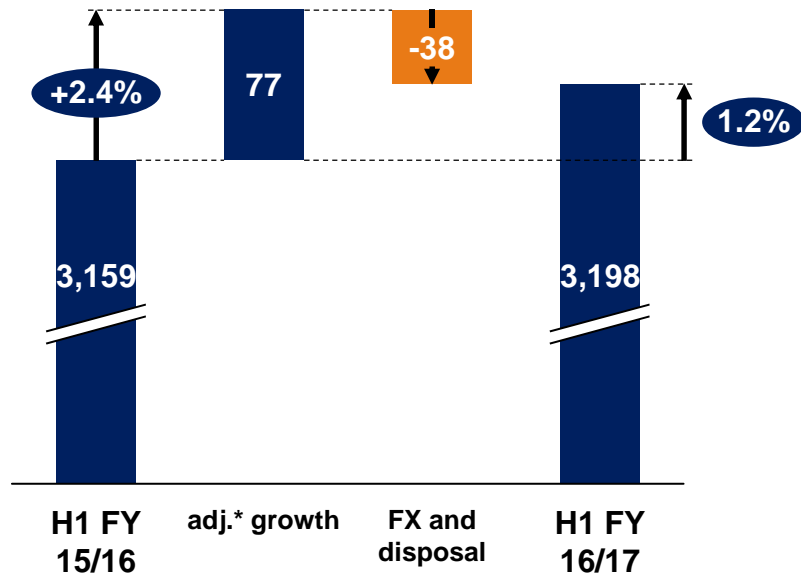
- **Adjusted Operative Cash Flow decreased** by **32 mill. EUR** (-33% YoY) to **63 mill. EUR** mainly due to **higher investments**
- **Continuously strong basis** for future growth with **cash and short term financial assets** of **759 mill. EUR**

Note: Adjustments including restructuring expenses and supplier default in FY 15/16 and restructuring expenses in FY16/17

HELLA top line growth with expected development in H1 FY 16/17

Financial results H1 FY 2016/17

HELLA group revenues (EUR m)



*currency and portfolio adjusted

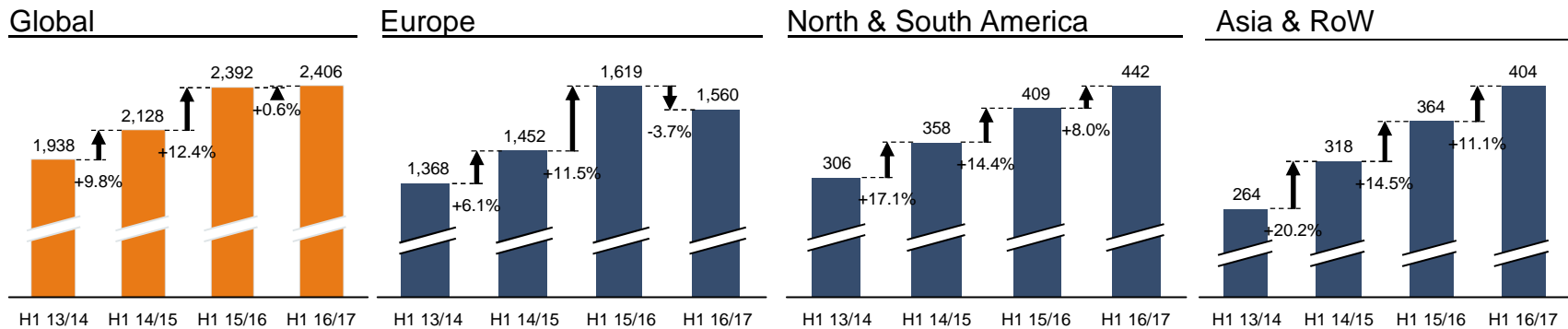
Comment

- **Currency and portfolio adjusted growth HELLA Group at 2.4%**
- **HELLA reported Group sales increased by 39 mill EUR (+1.2%) to 3,198 mill. EUR:**
 - **Automotive + 0.6% to 2,406 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 expected**
 - **Aftermarket +5.4% to 629 mill. EUR mainly due to positive wholesale and strong workshop development**
 - **Special Applications -0.3% to 145 mill. EUR excluding disposal of Industries and Airport Lighting activities**

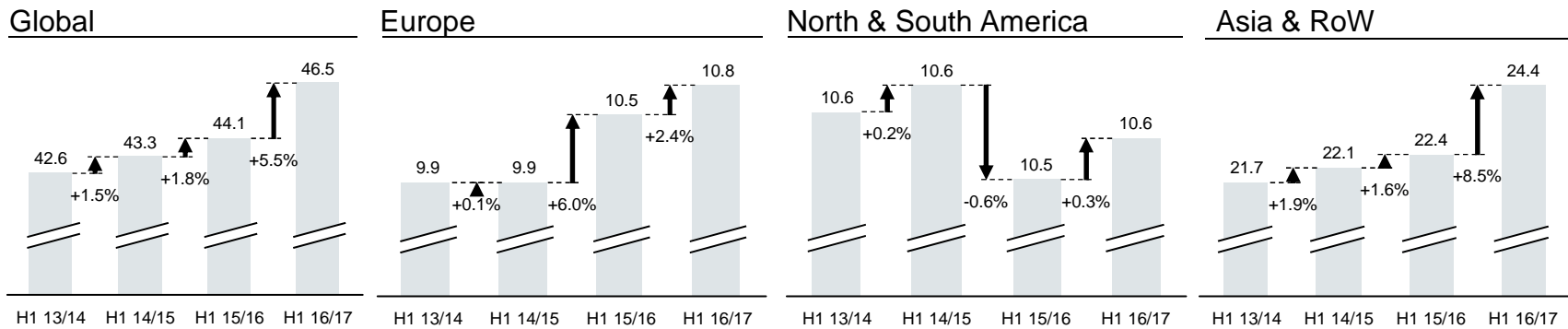
HELLA Automotive outperforming important regions

Financial results H1 FY 2016/17

HELLA Automotive external sales by region (in EUR millions) NEW PRESENTATION*



Light vehicle production (in million units) NEW PRESENTATION**



HELLA vs. Market: Performance



*Automotive external sales by region in comparison to former presentation of Automotive end customer sales

** Light vehicle production in comparison to former presentation of new car registration data

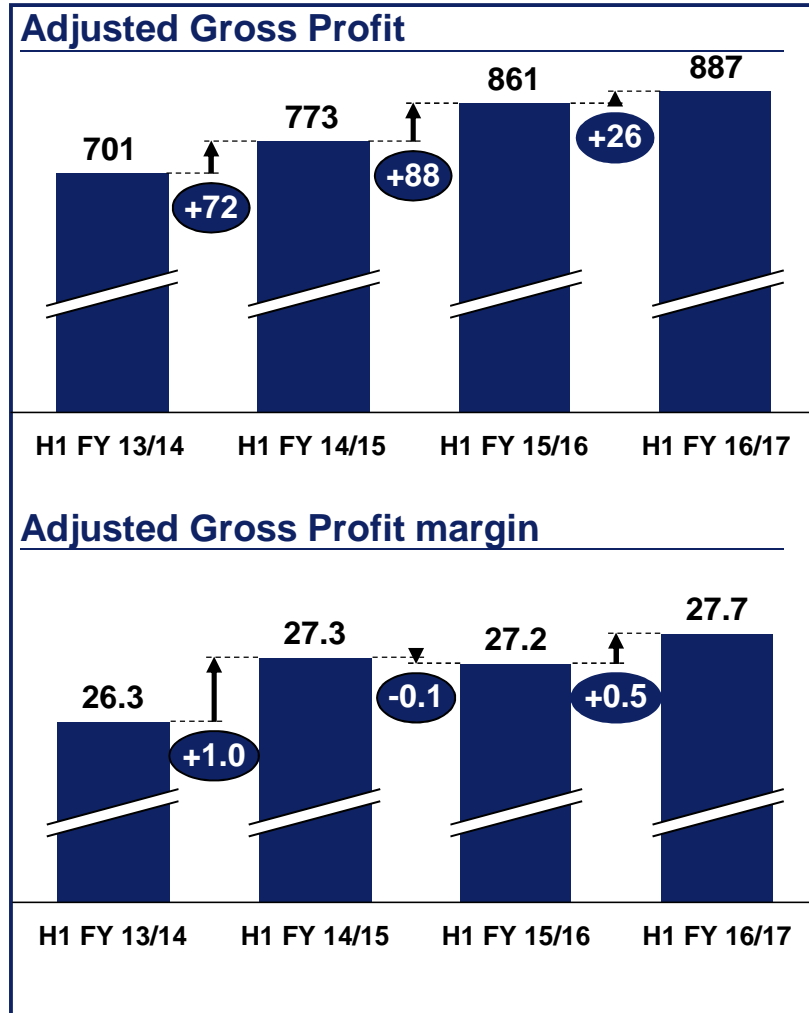
Source: HELLA; IHS (as of December 2016)



Improved productivity in Automotive results in GPM increase

Financial results H1 FY 2016/17

EUR millions and % sales



Adj.
Gross
Profit

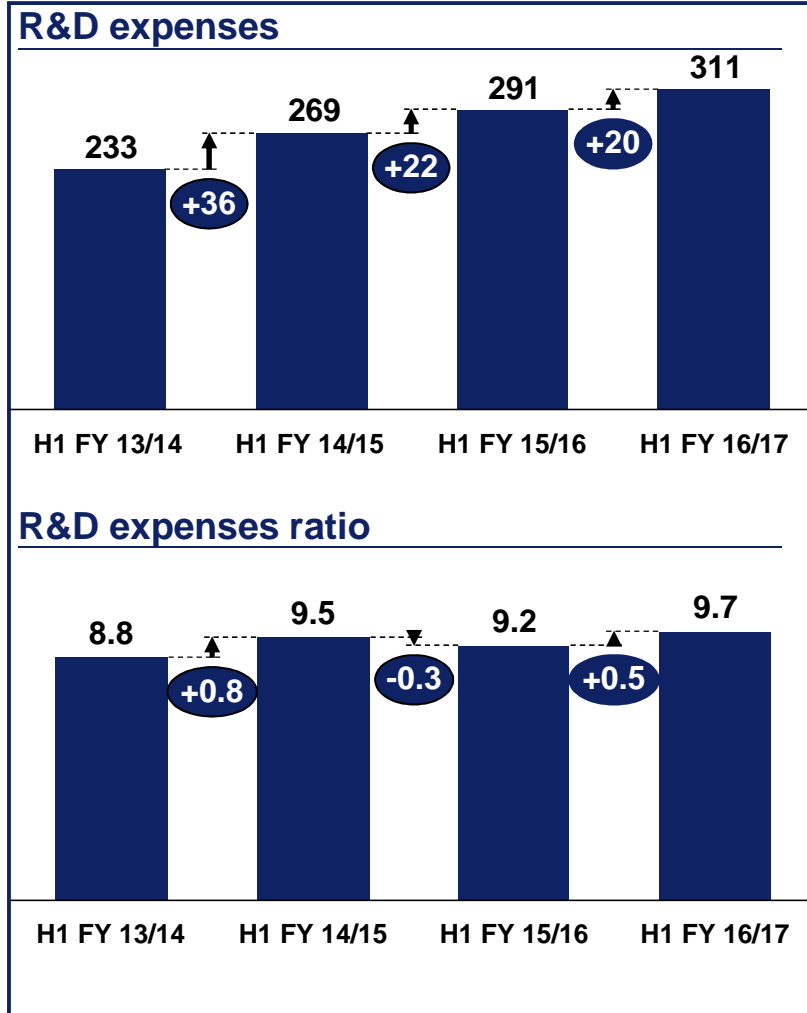
Adj.
Gross
Profit
Margin

- Adjusted Gross Profit increased by 26 mill EUR (+3%) to 887 mill. EUR
- Adjusted Gross Profit margin improved by 0.5%-points to 27.7% driven by positive product mix effects and operational improvements in Eastern Europe

High R&D expenses to secure future growth

Financial results H1 FY 2016/17

EUR millions and % sales



R&D

- **Absolute R&D** expenses increased by 20 mill. EUR (+7% YoY) to **311 mill. EUR** mainly for **preparation of forthcoming projects** as well as **securing technology leadership**
- Focus on advance **lighting** and **driver assistance systems & energy management** products

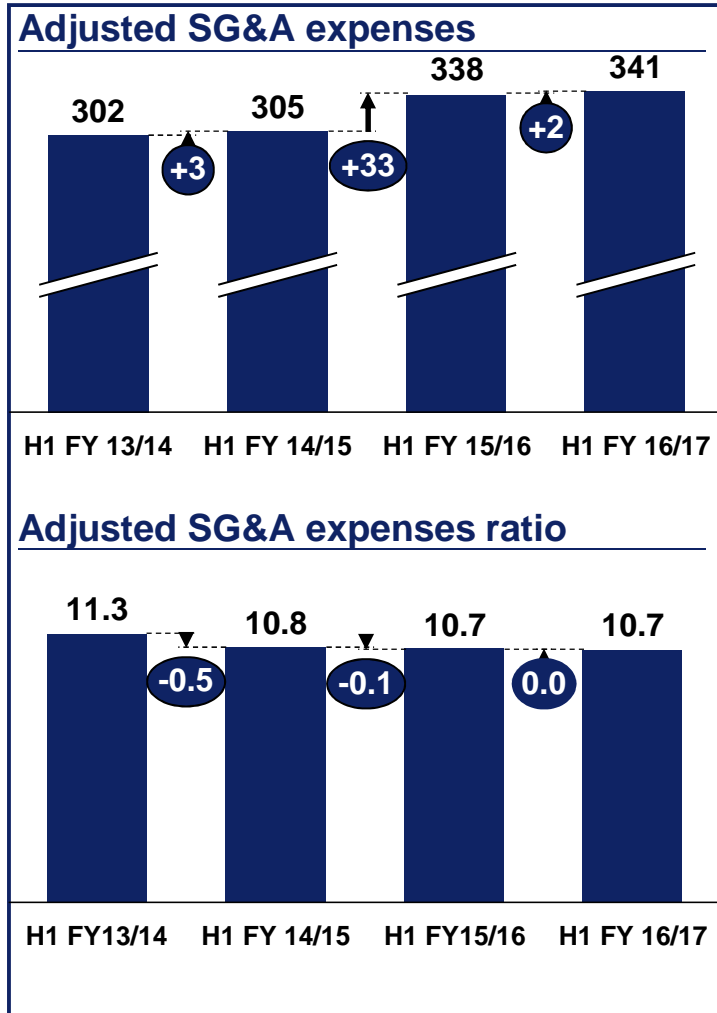
R&D ratio

- **H1 FY16/17** ratio increased by **0.5pp** to **9.7%** due to over-proportional increase in absolute R&D expenses after project wins
- Ratio in line with previous quarters after step-up in Q3 FY 15/16

Relatively stable development of SG&A costs

Financial results H1 FY 2016/17

EUR millions and % sales



Adj.
SG&A

- **Distribution** expenses +6 mill. EUR (+2.4% YoY) to **250 mill. EUR** due to higher Aftermarket sales and business extension in Poland
- **Adj. other income and expenses** +7 mill. EUR (+87%) to **16 mill. EUR** mainly due to higher level of provisions last year
- **Admin. expenses** +4 mill. EUR (+3.8%) to 107 mill. EUR due to **investments in corporate functions & systems**

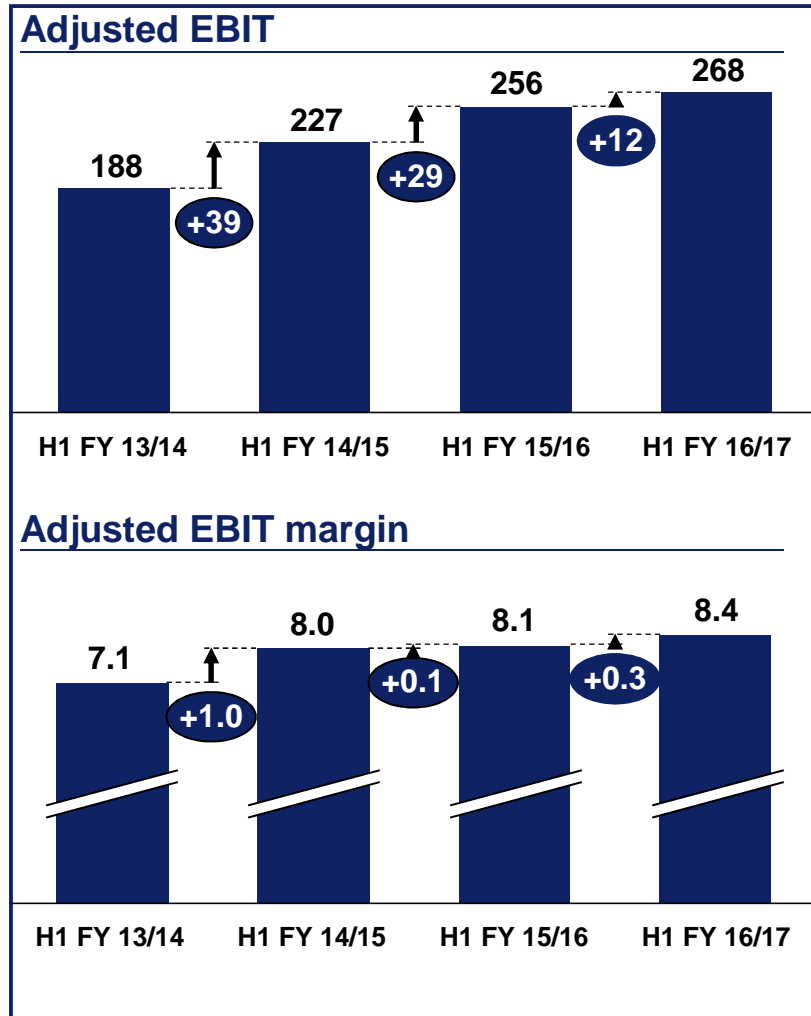
Adj.
SG&A
ratio

- **SG&A ratio** at **10.7%**, ratio of structural costs shows a **stable development**
 - **Distribution cost** ratio +0.1pp to **7.8%**
 - **Administrative cost** ratio **unchanged** at **3.3%**
 - **Adjusted other income and expenses** +0.2pp to **0.5%**

Adjusted EBIT above prior-year's level

Financial results H1 FY 2016/17

EUR millions and % sales



Adj.
EBIT

- **Adjusted EBIT** increased by 12 mill. EUR (+5%) to **268 mill. EUR**
- **Excluding** negative effects from **Industries and Airport Lighting** activities adj. EBIT increased by 16 mill. EUR to **277 mill. EUR**

Adj.
EBIT
margin

- **Adj. EBIT margin** increased by **0.3%-points** to **8.4%** mainly due to **increase** in **GPM** by 0.5%-points and **higher JV income** +0.2%-points, over-compensating higher (+0.5%-points) R&D expenses
- **Adj. EBIT margin** excluding Industries and Airport Lighting activities + 0.3%-points to **8.7%**

P&L including Reconciliation

Financial results H1 FY 2016/17

HELLA GROUP

Comment

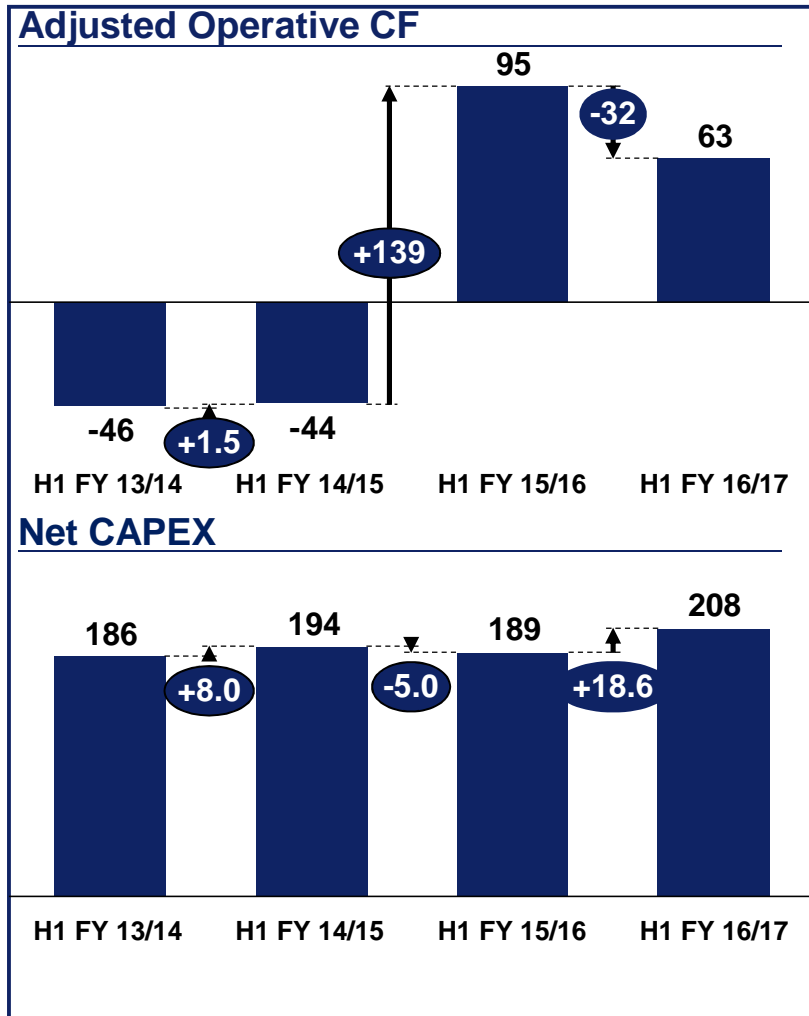
| In EUR mill. | H1 FY 15/16 | | | | H1 FY 16/17 | | | |
|---------------------------------|--------------|---------------|-------------|--------------|--------------|---------------|-------------|--------------|
| | Reported | Restructuring | Supplier | Adjusted | Reported | Restructuring | Legal | Adjusted |
| Gross profit | 833.7 | - | 27.1 | 860.7 | 887.1 | - | - | 887.1 |
| (Admin) | -103.2 | - | 0.3 | -102.9 | -106.8 | - | - | - |
| Other income and expenses | -17.1 | 5.7 | 19.8 | 8.4 | -7.2 | 6.9 | 16.0 | 15.6 |
| EBIT | 202.8 | 5.7 | 47.2 | 255.7 | 245.2 | 6.9 | 16.0 | 268.1 |
| Net financial result | -18.4 | | | | -21.6 | | | |
| Taxes | -53.0 | | | | -50.1 | | | |
| for the period | 131.4 | | | | 173.5 | | | |
| Earnings per share (EUR) | 1.16 | | | | 1.56 | | | |

- Reported EBIT margin in H1 FY 15/16 negatively impacted by effects of supplier default and restructuring expenses in Germany
- Reported EBIT margin H1 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 decreased due to the funding of activities in growth regions at higher local interest rates
- Earnings for the period increased with higher EBIT compared to previous year
- EPS increased to 1.56 EUR vs. 1.16 EUR last year

Cash Flow impacted by project investments

Financial results H1 FY 2016/17

EUR millions



Adj.
OCF

- **Adj. operative CF** decreased by 32 mill. EUR to **63 mill. EUR** mainly due to **increase in net CAPEX**

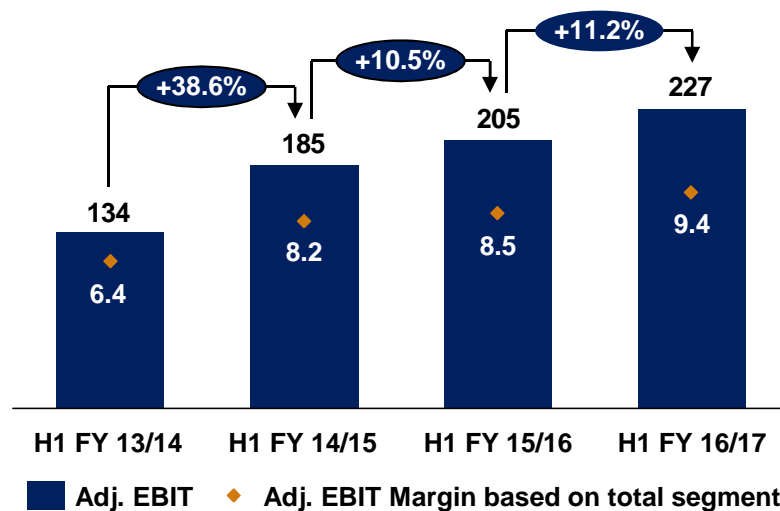
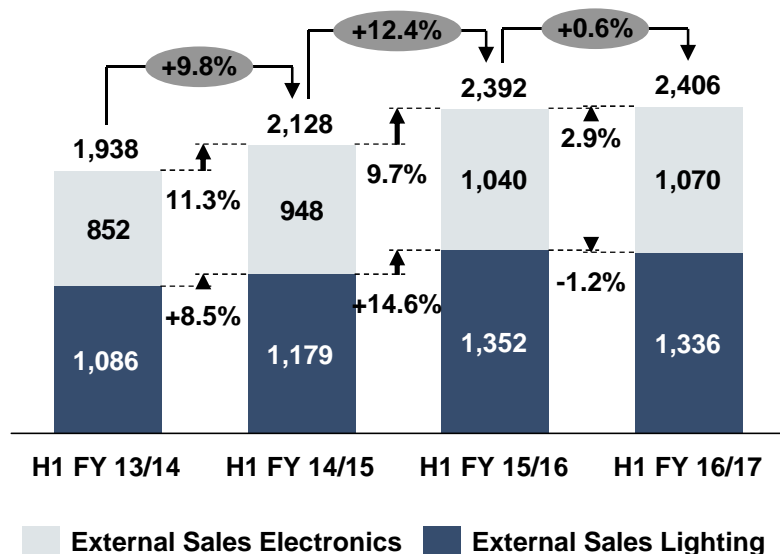
Net
CAPEX

- **Net CAPEX** increased by 19 mill. EUR to **208 mill. EUR**
- **Continuous investments** in customer-specific **equipment**
- **Reimbursements** increased by 3 mill. EUR to **63 mill. EUR** depending on project launches

Note: Adj. OCF H1 FY 16/17 excludes cash restructuring payments (4 mill. EUR.) and termination of factoring program (70 mill. EUR). Adj. OCF H1 FY 15/16 excludes cash restructuring payments (6 mill. EUR) reduction of factoring (10 mill EUR), and cash payments for Chinese supplier issue (27 mill. EUR)

Automotive with increased profitability

Financial results H1 FY 2016/17



Automotive External Sales

- **Moderate growth of 0.6%** due to preparation of project ramp ups
- **Demand for energy management products** drives electronic business
- **Increase of growth dynamics expected**
- **Negative FX effect** vs. high positive effect in H1 FY 15/16

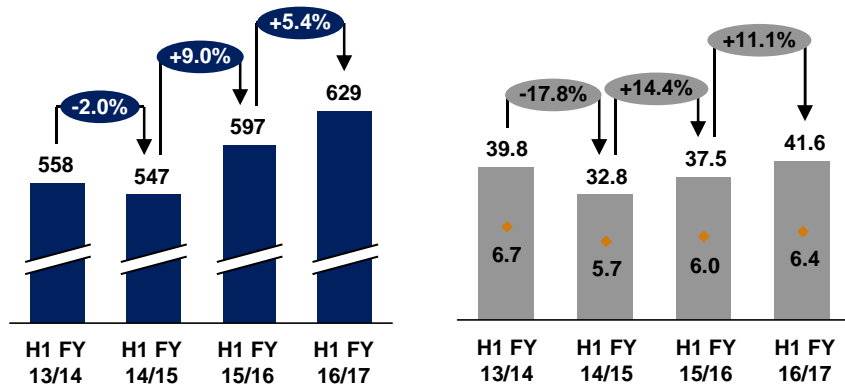
Automotive Profitability

- **Strong increase of adj. EBIT margin to 9.4%**, mainly due to
 - **increased adj. GPM** due to increased operational efficiency and positive product mix
 - **higher JV contribution** after a weak comparable basis in H1 FY 15/16



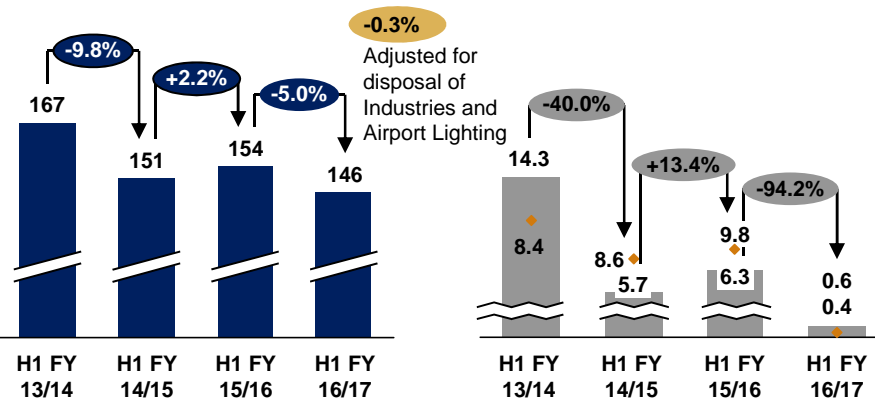
Non Automotive segments with positive contribution

Financial results H1 FY 2016/17



Aftermarket

- Strong wholesale business
- Positive demand for workshop products
- Higher EBIT margin due to leverage of distribution network with increasing sales



Special Applications

- Negative top-line growth excluding the Industries and Airport Lighting activities
- Weak Agricultural sector lead to slight sales decrease in Special OE sales, other product groups e.g. trailer growing
- Costs for wind-down of Industries & Airport lighting activities and production relocation affect margin negatively (in total 12 mill. EUR)

■ External Sales

■ EBIT

◆ EBIT Margin based on total segment sales (%)

Q2 FY 16/17 with strong profitability on previous year's level

Financial results H1 FY 2016/17

HELLA GROUP

| | Q2 FY 15/16 | Q2 FY 16/17 |
|------------------------|-------------|-------------|
| Adjusted* growth (YoY) | 8.0% | -0.1% |
| FX (YoY) | 2.3% | -0.7% |
| Portfolio (YoY) | - | -0.2% |
| LVP** (YoY) | 2.9% | 4.7% |
| Adj. EBIT Margin | 9.3% | 9.1% |
| | 9.5%*** | 9.4%*** |
| Adj. OCF | €29.4m | €35.7m |

Comment

- Q2 FY 16/17 with negative 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 operational improvements in Eastern Europe in Q2 FY 16/17
- Adj. EBIT margin Q2 FY 16/17 including portfolio adjustment comparable to previous year
- Slight improvement of adj. OCF in Q2 FY 16/17

*Currency and portfolio adjusted sales growth;

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

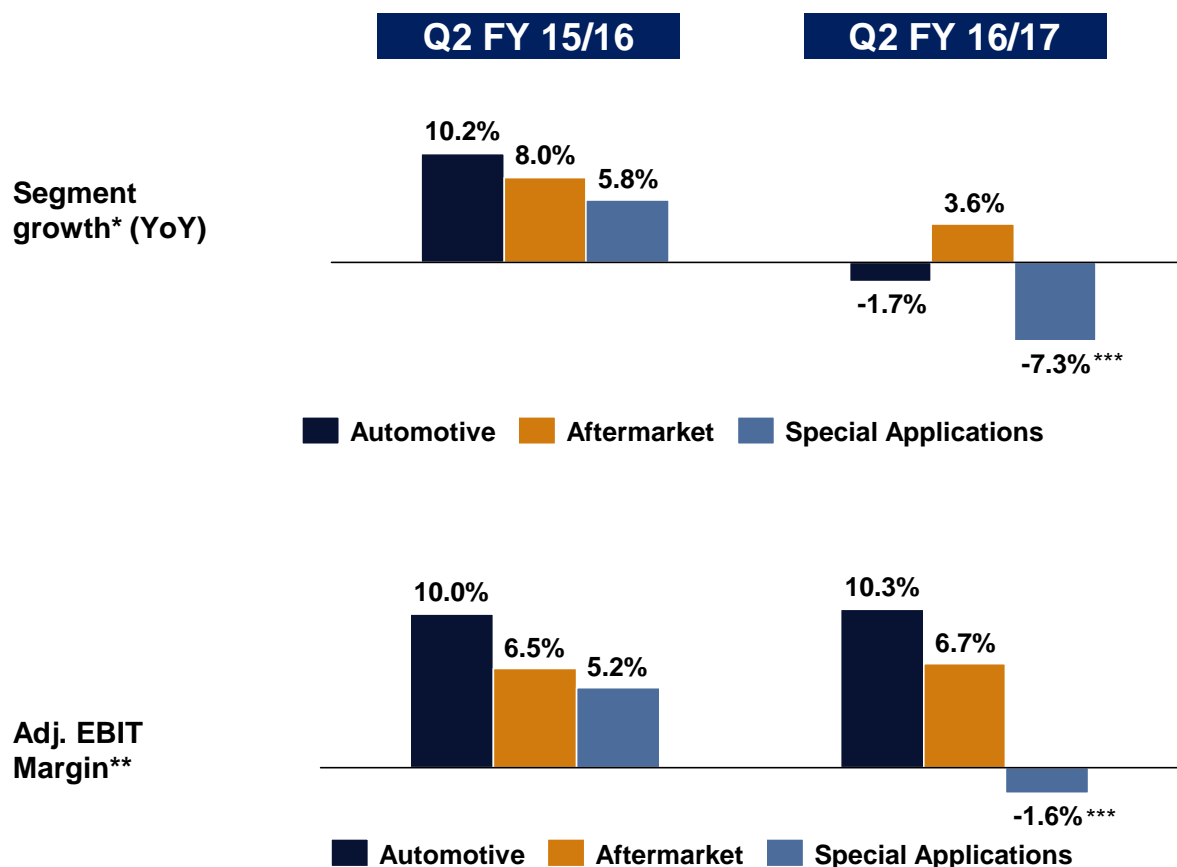
***excluding Industries and Airport Lighting activities



Q2 FY 16/17 with strong profitability on previous year's level

Financial results H1 FY 2016/17

HELLA SEGMENTS



Comment

- Q2 FY 16/17 with negative Automotive growth due to preparation of project ramp ups
- Positive wholesale and garage business in Aftermarket
- Special Applications with weak agricultural market. In Q2 FY 15/16 recovery effects
- Adjusted EBIT Automotive increased due to higher Gross Profit margin
- Aftermarket adjusted EBIT margin increased due to leverage of distribution network
- Special Applications with 7 mill. EUR negative effects from Industries and Airport Lighting disposal and production relocation

*external sales, **based on total sales, ***including Industries and Airport Lighting activities. Portfolio adjusted sales growth Q2 FY 16/17 -2.4%, adj. EBIT margin excluding Industries and Airport Lighting activities 4.2%



HELLA – 16th German Corporate Conference

Agenda

- Financial Results H1 FY 2016/17

- Outlook

BACKUP

Overall market expected to grow by 1.3% according to IHS Outlook

| Region | Expected Light Vehicle Production (in m units) | Comment |
|--------|--|---|
| Europe | <p>21.9 2017 +1.7%</p> | <ul style="list-style-type: none"> Continuing growth in 2017 expected |
| NSA | <p>20.5 2017 -0.3%</p> | <ul style="list-style-type: none"> After peak of US market in 2015, the LVP is expected to continue its slight decline in 2017 |
| China | <p>26.3 2017 +0.6%</p> | <ul style="list-style-type: none"> Growth forecasted to slow down significantly in 2017 |
| Global | <p>~93.1 CY 2017 ~1.3%</p> | <ul style="list-style-type: none"> Overall market expected to grow by 1.3% |

Source: IHS Light Vehicle Production (LVP) (as of December 2016),



Company specific development for FY 16/17 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 – 16th German Corporate Conference

Agenda

- Financial Results H1 FY 2016/17
- Outlook

BACKUP

– HELLA at a Glance

Market and technology leadership as key strategic principles

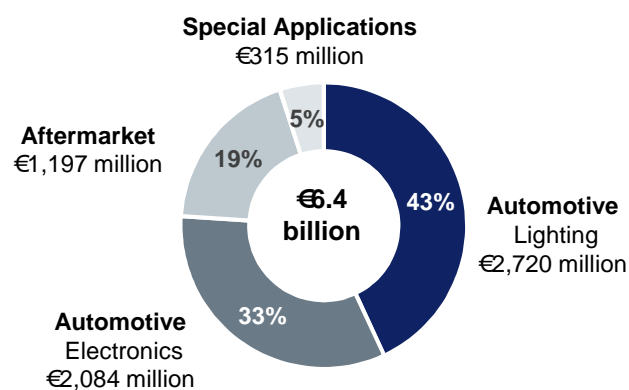
HELLA at a glance – Overview

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**

SALES BY BUSINESS SEGMENTS

external sales, fiscal year 2015/2016



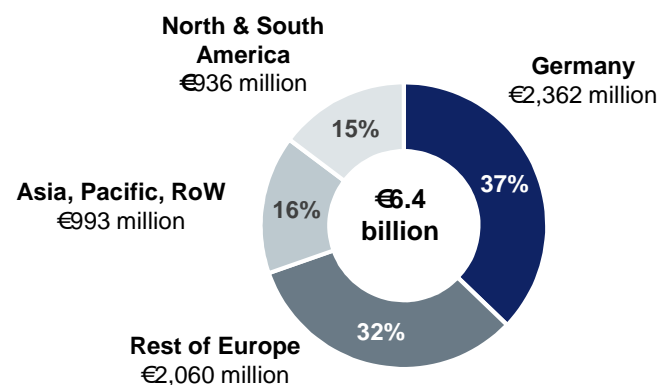
KEY FINANCIALS

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 REGIONS

external sales, fiscal year 2015/2016

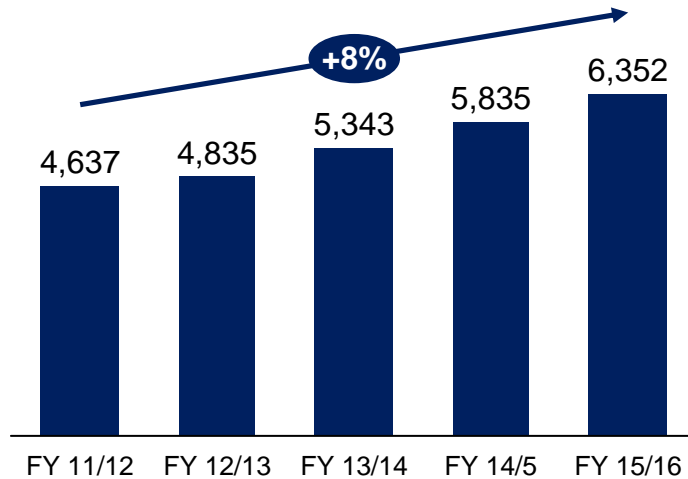


Track record of steady profitable growth

HELLA at a glance – Sales and EBIT development

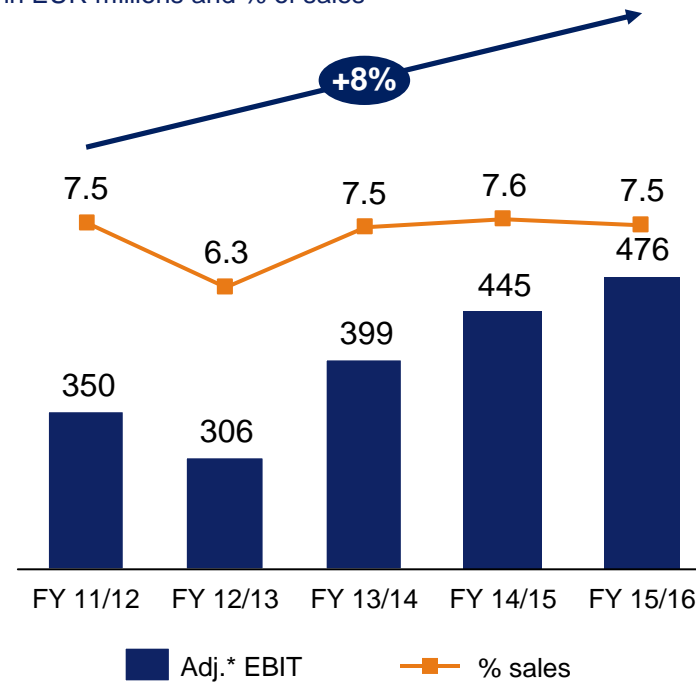
SALES

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

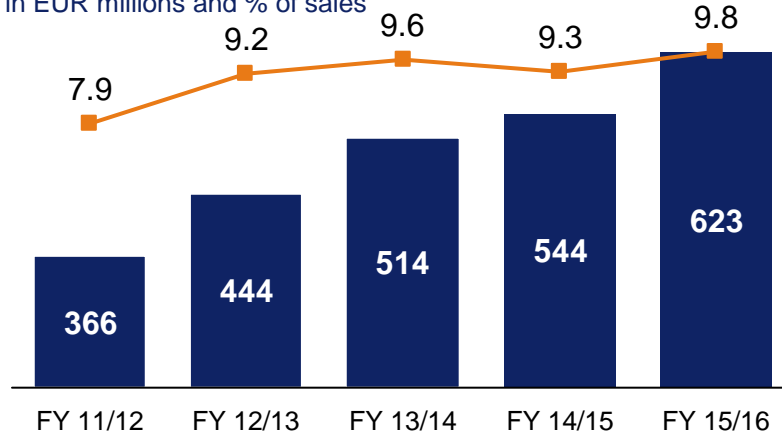
*) adjusted for restructuring expenses and the effects of the supplier default in FY 15/16

Continued high R&D & CAPEX as basis for future growth

HELLA at a glance – R&D expenses and Net CAPEX development

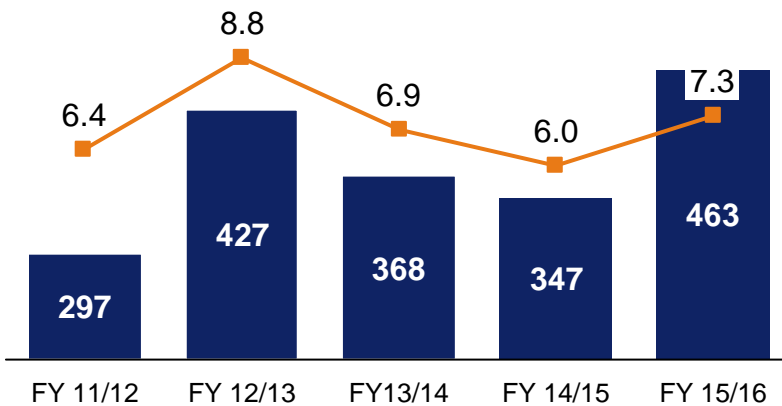
R&D EXPENSES

in EUR millions and % of sales



NET CAPEX

in EUR millions and % of sales



A Strong focus on products and technology







- Significant R&D investments in previous years set the basis for **strong top line future growth**
- Built-up of **local know-how**, high investment in **new technologies** (basic research), increased product complexity and **new product categories** (e.g. radar) drove recent expenses

B Continuous investments in customer-specific equipment and footprint increase

- **Strong product portfolio** geared to megatrends
- **Global production and R&D network**

Unique combination of competence set in advanced electronics and lighting technologies

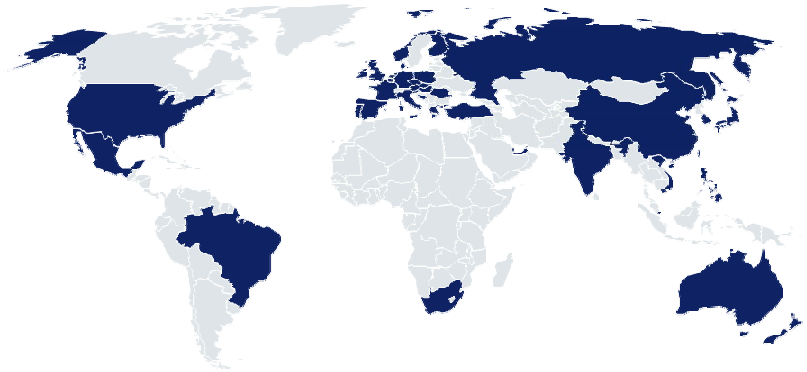
HELLA at a glance – Selected products

| 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 |

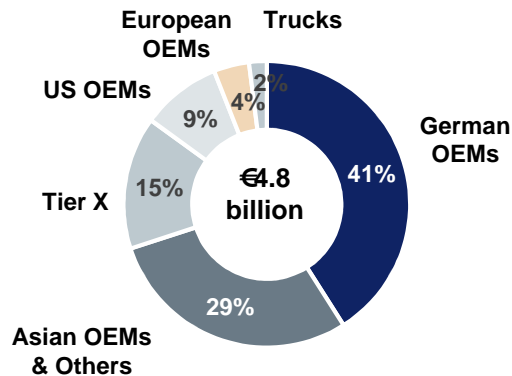
KEY FINANCIALS

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% |

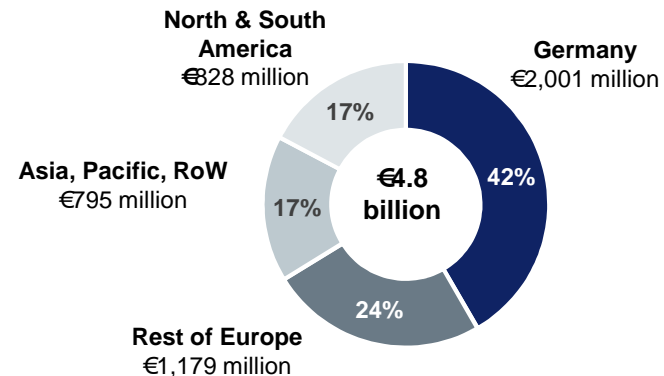
AUTOMOTIVE SALES BY CUSTOMERS

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)

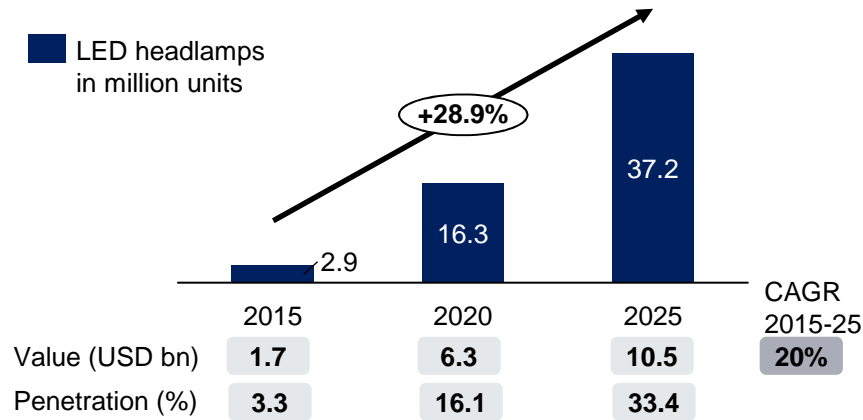
**) Adjustments including restructuring expenses and supplier default in FY 15/16



LED competence as driver for HELLA Lighting

HELLA at a glance – Business Segment Automotive

LED to change the automotive market...



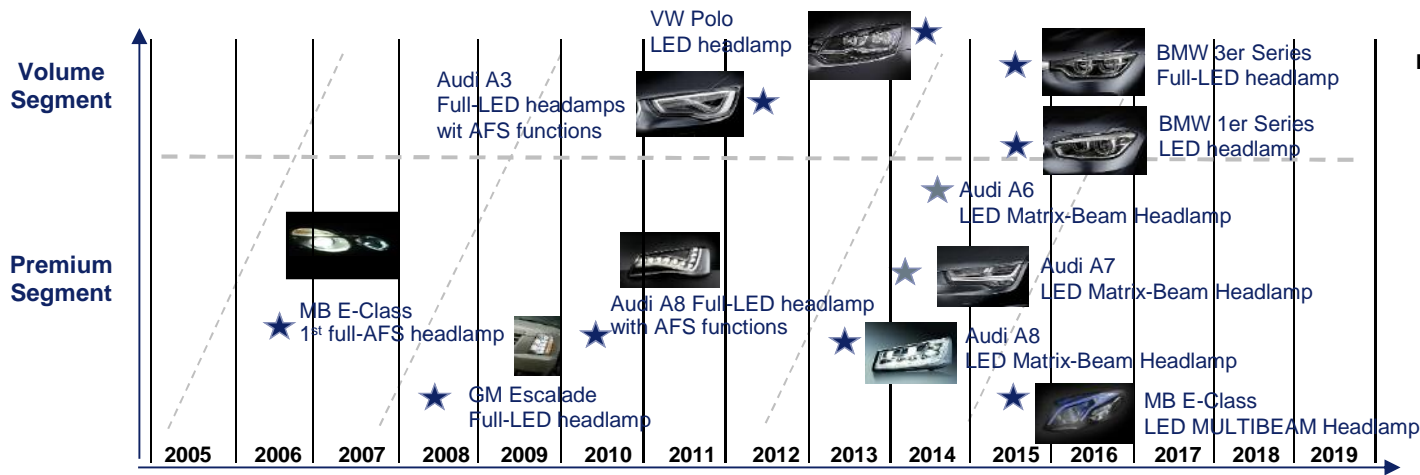
| | 2015 | 2020 | 2025 |
|-----------------|------|------|------|
| Value (USD bn) | 1.7 | 6.3 | 10.5 |
| Penetration (%) | 3.3 | 16.1 | 33.4 |

Source: Strategy Analytics

...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**

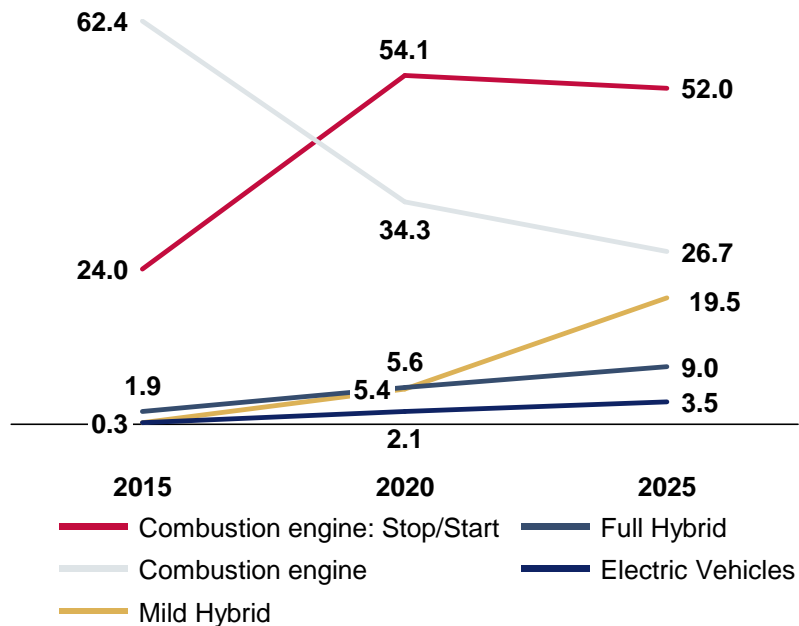


Energy management competence as driver for HELLA Electronics

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**

Source: IHS, Strategy Analytics

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



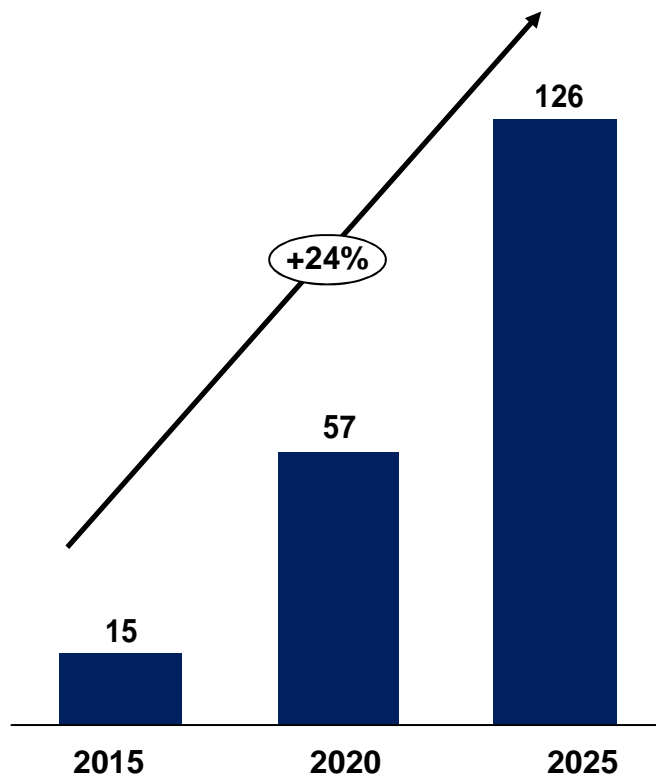
- Li-Ion BMS in 2016

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



Source: NHTSA, Strategy Analytics, HELLA analysis

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

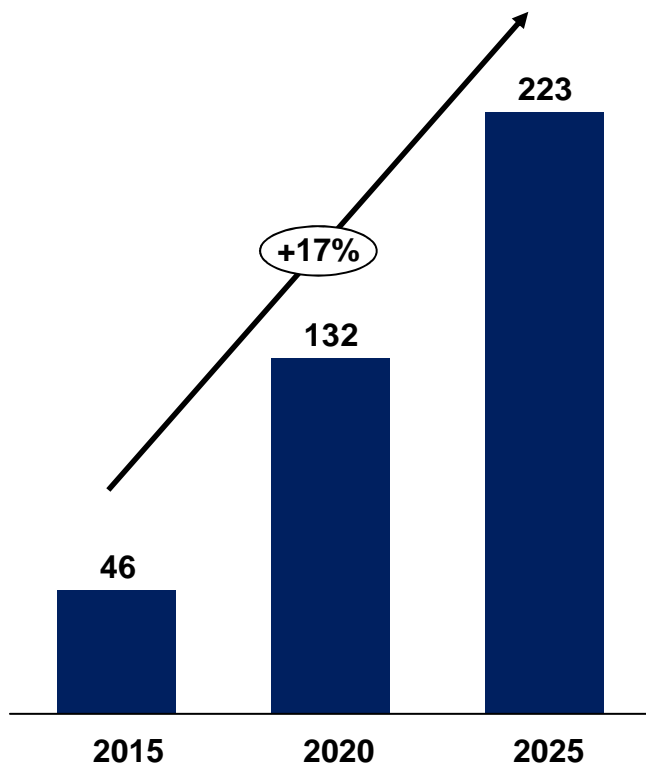
- 77 GHz radar solutions developed
- Cost-efficient solution for front and side applications
- Increased performance for near range detection
- Cost-efficient solution

Software competence as driver for HELLA Electronics

HELLA at a glance – Business Segment Automotive

CAMERA TECHNOLOGY


MARKET PERSPECTIVE
worldwide sales in million units




Source: NHTSA, Strategy Analytics, HELLA analysis

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

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

| Repair Concepts | Calibration & Alignment | Testing & Analysis |
|--------------------|-------------------------|--------------------|
| DIAGNOSIS | CAMERA SYSTEMS | EXHAUST SYSTEMS |
| SOFTWARE SOLUTIONS | RADAR SENSORS | AIR CONDITIONING |
| TECHNICAL DATA | HEADLIGHTS | BATTERY SYSTEMS |
| HAND TOOLS | TIRES | LEAKS |

HELLA Gutmann empowers independent garages to offer high tech professional repairs

Unique high tech workshop competence

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

Dr. Kerstin Dodel, CFA
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