

FORVIA HELLA AT A GLANCE

Company presentation

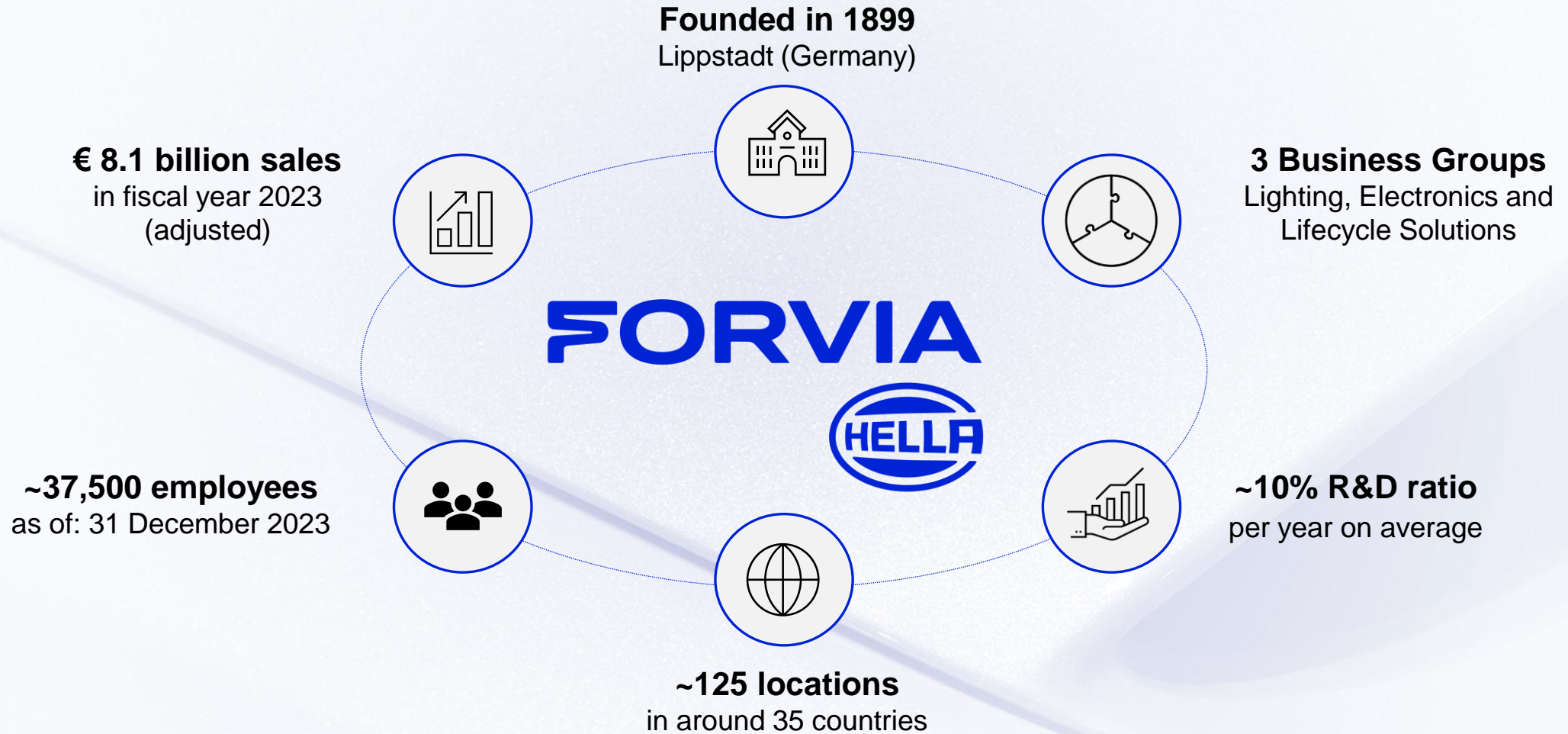
October 2024

FORVIA








FORVIA HELLA HAS BEEN SHAPING MOBILITY FOR 125 YEARS

FORVIA HELLA: an overview



BROAD POSITIONING WITH THREE STRONG BUSINESS GROUPS

Company portfolio

<h2>Lighting</h2> 	<h2>Electronics</h2> 	<h2>Lifecycle Solutions</h2> 
<p>Product groups:</p> <ul style="list-style-type: none">▪ Headlamps▪ Rear combination lamps▪ Interior lighting▪ Car body lighting	<p>Product groups:</p> <ul style="list-style-type: none">▪ Sensors and actuators▪ Automated driving▪ Lighting and body electronics▪ Energy management	<p>Product groups:</p> <ul style="list-style-type: none">▪ Independent aftermarket▪ Workshop solutions▪ Special Original Equipment
 <p>€ 3.9 billion (48%)</p>	<p>€ 3.4 billion (39%)</p>	<p>€ 1.1 billion (13%)</p>
 <p>~18,500</p>	<p>~12,800</p>	<p>~4,200</p>

Sales figures for Fiscal Year 2023 (1 January to 31 December 2023); headcount as of: 31 December 2023

SINCE 1899: FOCUS ON INNOVATION AND HIGH ADAPTABILITY

Company history



1899
Founded as
"Westfälische
Metall Industrie
AG"



1908
Acetylene
headlamp
"System Hella":
HELLA becomes
a trademark



1965
The first
electronics
product: the fully
electronic flasher
unit

1961
Start of inter-
nationalization:
first factory
outside Germany

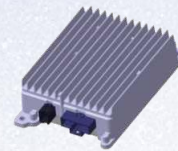
1971
World's first
approval for an
H4 main
headlamp



1986
"Hella" becomes
the company
name

1995
First locations in
China;
subsequent
international-
ization also in
Eastern Europe

2008
First full-LED
headlamp from
FORVIA HELLA



2010
First voltage
converter

2011
Expansion, e.g.
to Mexico, Brazil
and Dubai

2013
World's first LED
matrix
technology



2014
FORVIA HELLA
goes public

2020
Production launch
of 77 GHz radar
sensors and
"world headlamp"
SSL100

FORVIA
Inspiring mobility

2022
Majority
acquisition by
Faurecia;
together forming
FORVIA, the
seventh largest
automotive
technology
supplier
worldwide



2016
Multibeam LED
headlamp

2017
750 millionth
position sensor
with CIPOS®
technology

Company Highlights

Product Highlights

HIGH CUSTOMER PROXIMITY IN ALL CORE REGIONS

International presence

 **Sales by region**
Fiscal Year 2023

 **Employees by region**
as of 31 December 2023

worldwide
37,773

Europe

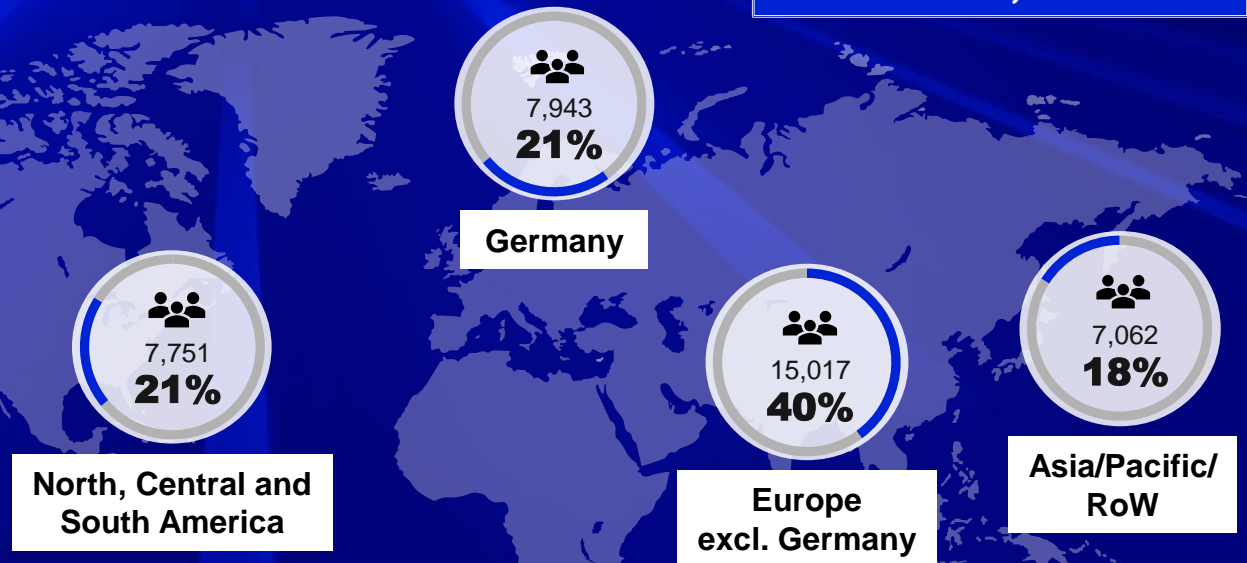
58%
€ 4,588 mill.

North, Central and South America

20%
€ 1,624 mill.

Asia/Pacific/RoW

22%
€ 1,742 mill.



FORVIA HELLA IS LED BY AN EXPERIENCED MANAGEMENT TEAM

Management Board



Bernard Schäferbarthold
Chief Executive Officer (CEO)



Yves Andres
Lighting



Stefan van Dalen
Lifecycle Solutions



Stefanie Rheker
Human Resources (CHRO)



Philippe Vienney
Chief Financial Officer (CFO)



Jörg Weisgerber
Electronics

MULTIDIMENSIONAL MATRIX STRUCTURE

Company management



CEO
Bernard Schäferbarthold

Business Group Lighting
Yves Andres

Business Group Electronics
Jörg Weisgerber

Business Group Lifecycle Solutions
Stefan van Dalen

**Finance, Controlling,
Risk Management and
Internal Control System**
Philippe Vienney

Executive Board:
Ondrej Benes
Stefanie Brettin
Boštjan Furlan
Christian Göke

Executive Board:
Binyi Bai
Heiko Berk
Dr. Naveen Gautam
Jens Hunecke

Executive Board:
Adnan Cemal
Inga Haßenewert
Saskia Schumacher
Ulf Steinberg

Human Resources
Stefanie Rheker

Robert Grienenberger
Dr. Christof Hartmann
Didier Keskas
Dr. Michael Kleinkes
Silke Krome
Svenja Laurie

Sebastian Keils
Dr. Christoph Koltermann
Mary Anne Krasemann
Andreas Lütkes
Johannes Müller

Dr. Marcel Wiedmann
Dr. Mario Winkelhaus

**Sustainability, Quality,
Legal and Compliance**
Bernard Schäferbarthold

Tobias Pohlschmidt
Ernesto Segura-Mendez
Dr. Tobias Sprute
Kai Tiftik
Alexander Werner

Holger Pfaff
Jörg Schock
Guido Schütte
Kay Talmi
Heike Wessels
Joachim Ziethen

International FORVIA HELLA Companies

General Partner: Hella Geschäftsführungsgesellschaft mbH











Managing Directors of Hella Geschäftsführungsgesellschaft mbH: Bernard Schäferbarthold (Chair), Yves Andres, Stefan van Dalen, Stefanie Rheker, Philippe Vienney, Jörg Weisgerber

Chairman of the Supervisory Board: Andreas Renschler

Shareholder Committee: Dr. Wolfgang Ziebart (Chair), Patrick Koller, Judith Buss, Olivier Durand, Jill Greene, Andreas Renschler, Christophe Schmitt, Jean-Pierre Souillac



SUSTAINABILITY ROADMAP AT FORVIA HELLA

Environment		Social	Governance
Climate	Energy	Health & Safety	Supply Chain
<p>2025: 100%  neutral production (Scope 1 & 2)¹</p> <p>2030: -45% FORVIA CO2 footprint vs. 2019 </p> <p>2045: NetZero company²</p>	<p>2025: 100% renewable electricity supply</p> <p>Transition to renewable  heat</p> <p>2025: -20% energy intensity vs. 2019</p>	<p>2025: Accident Rate <2.2 Accidents per Mio. hours worked </p> <p><small>*Accidents per Mio hours worked with time lost</small></p>	<p>2025: 95% of purchase volume of key suppliers with sustainability assessment by EcoVadis </p>
Waste	Water	Diversity & Inclusion	Business Ethics
<p></p> <p>2025: -9% waste intensity in our operations vs. 2019</p>	<p></p> <p>2030: >7% water intensity reduction in our operations vs. 2023</p>	<p>2025: 27% females in manager & professional positions </p>	<p>2025: 100% of targeted employees trained on Code of Conduct </p>
		Learning Company	
		<p>2030: 25 training hours per employee per year </p>	

¹ -80% vs. 2019 and compensation; ² -90% vs. 2019 and 10% bound in materials

KEY FINANCIAL FIGURES AT A GLANCE

Overview of KPIs

Selected key figures

in € million

	Fiscal year 2023 1 January to 31 December 2023	Calendar year 2022 1 January to 31 December 2022
Currency-adjusted sales	8,125	7,212
Reported sales	7,954	7,212
Operating income	486	295
Operating income margin	6.1%	4.1%
Net cash flow	205	219
Net cash flow in relation to sales	2.6%	3.0%
R&D expenses	878	758
R&D ratio	11.0%	10.5%
	31 December 2023	31 December 2022
Net financial debt / liquidity	-56	43
Equity ratio	41.0%	41.9%

FORVIA



FORVIA: A GLOBAL LEADER IN AUTOMOTIVE TECHNOLOGIES

7th largest

automotive technology supplier

€27.2bn

sales

1,000+

programs in 2023

Close to **260**

plants / industrial sites

1 in 2

vehicles worldwide equipped
with FORVIA products

€31bn

order intake

including

300+

new launches

78

R&D centers

6

Business Groups

15,000

R&D engineers

80+

automotive customers

40+

countries

150,000+

employees

13,000+

patents

All figures as of December 31, 2023

A SOUND STRATEGY, FOCUSING ON KEY GROWTH DRIVERS

**Electrification
& energy
management**

BEV
Market growth (volumes)

23-28 CAGR
+24%
p.a.¹

**Safe
& automated
driving**

AUTOMATED DRIVING
Market growth

23-28 CAGR
+11%
p.a.²

**Digital
& sustainable cockpit
experiences**

COCKPIT ELECTRONICS
Market growth

23-28 CAGR
+10%
p.a.³



¹ Source: FORVIA powertrain mix assumptions – ² FORVIA addressed market, including sensors, surrounding view & automated parking, e-mirror, interior monitoring and software, Source: FORVIA – ³ Excluding Automated Driving, Source: FORVIA July 2023

A COMPREHENSIVE PORTFOLIO

Six international business groups with differentiating product lines



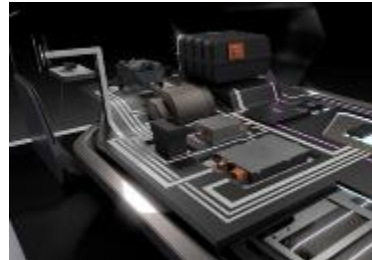
Seating

- > Seat structures
- > Complete seats



Interiors

- > Instrument Panels
- > Door Panels
- > Center Consoles
- > Sustainable Materials
- > Surface activation



Clean Mobility

- > Ultra low emissions solutions for passenger and light commercial vehicles
- > Zero emission hydrogen solutions for mobility, energy storage and distribution



Electronics

- > Sensors & Actuators
- > Automated Driving
- > Lighting/Body Electronics
- > Energy Management
- > Cockpit Electronics
- > Cockpit Experiences



Lighting

- > Headlamps
- > Rear Lamps
- > Interior Lighting
- > Car Body Lighting



Lifecycle Solutions

- > Independent Aftermarket
- > Workshop Solutions
- > Special Original Equipment

FORVIA Faurecia

FORVIA HELLA

FORVIA Faurecia & FORVIA HELLA

A LEADING ESG COMPANY

Sustainability

Environmental



- › **Ambitious CO₂ neutrality roadmap:** CO₂ neutral at sites (-80% vs. 2019 and compensation) by 2025 and CO₂ net zero as of 2045 (-90% vs. 2019 and 10% bound in materials)
- › **Sustainable product solutions** with eco-design, sustainable materials, energy efficiency and circular economy
- › **Solutions for zero emissions vehicles:** strong expertise in BEV and FCEV

Social



- › **A responsible employer**, promoting gender diversity and inclusiveness, working extra-hard to attract talents
- › **A learning organization** that encourages employee training and development
- › **Supporting local communities** with a foundation acting in education, mobility & environment

Governance



- › **Robust and sustainable governance**
- › **A strict respect for compliance** and strong value for ethics
- › **A safe work environment** to all our employees
- › **A responsible supply chain** with sustainable partners & suppliers

CO₂ NEUTRALITY AT THE HEART OF OUR STRATEGY

Environmental and climate protection



Climate change, poor air quality

in cities, vulnerable ecosystems... these disturbances affect every single person and are posing an increasing threat to humanity.

As a company, we believe that **we can act today to reverse the trend**. Translating this conviction, FORVIA is putting into motion a comprehensive action plan for the planet.



3 key steps

- › **By 2025:** CO₂ neutrality for our internal emissions (scopes 1 and 2)
- › **By 2030:** -45% for scope 3 emissions
- › **From 2045:** CO₂ net zero for all our emissions (scopes 1-2-3)



3 key levers

- › Use **Less**
- › Use **Better**
- › Use **Longer**

Recycling & circular economy



Vision

Mobility is at the heart of people's life
and of what matters to them:
moving freely, caring for the planet, their own way

Vision

Mobility is at the heart of people's life and of what matters to them:

- › **Mobility empowers people's life:** freedom of movement, access to a world of opportunities, proximity with loved ones, connectivity
- › Today, the world faces tremendous **challenges impacting mobility:** climate change, access to development, technology. These challenges matter to people.

moving freely, caring for the planet, their own way

- › **Mobility is not just about how we move; it's about how we live**
- › Today, people expect more from mobility than a standard journey: they expect a **safer, more sustainable, more connected and more personalized experience**



Mission

We pioneer technology
for mobility experiences
that matter to people

Mission

We pioneer technology for mobility experiences that matter to people

- › Reveals our leadership and our **visionary dimension**, at the forefront of an era of transformation:
 - Electrification & Energy management
 - Safe and Automated Driving
 - Digital & Sustainable Cockpit Experiences
- › Highlights **our innovation capabilities and our transformative mindset** to impact the world positively
- › Expresses **our technological expertise**, the key driver of **our customer relationship**
- › Expresses the promise of a **new mobility**: people expect more than a standard journey
- › Focuses on the **end-user benefits**
- › Emphasizes that we propose a **comprehensive approach, encompassing safety, sustainability, affordability, connectivity, well-being and customization...**
- › Clearly states our **strong connection to people** and our determination **to lead positive change**
- › People as our employees, our partners, our suppliers, our customers, our end-users

FORVIA

