

# FORVIA HELLA AT A GLANCE

Company presentation

November 2024

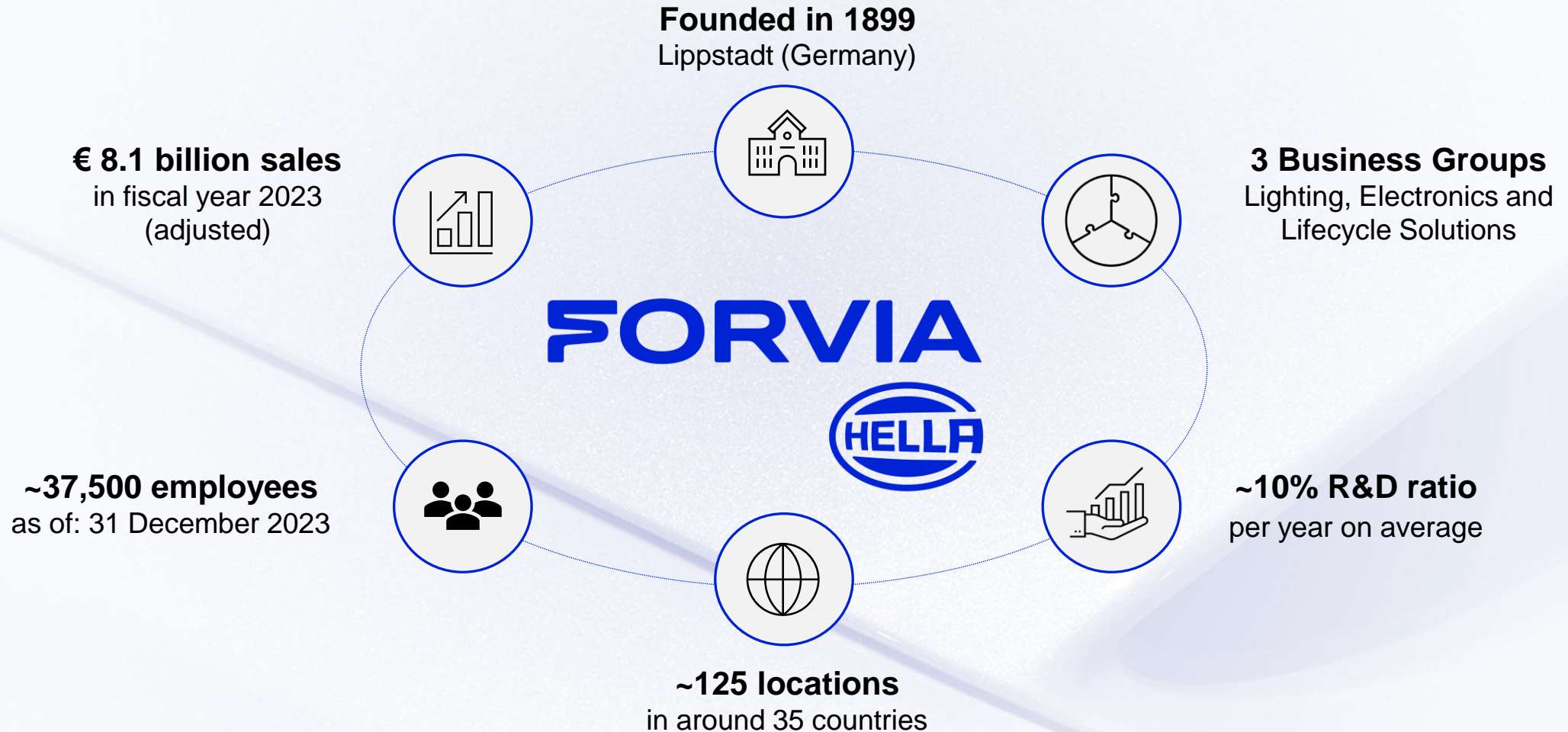
**FORVIA**










# FORVIA HELLA HAS BEEN SHAPING MOBILITY FOR 125 YEARS

## FORVIA HELLA: an overview



# BROAD POSITIONING WITH THREE STRONG BUSINESS GROUPS

Company portfolio

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

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

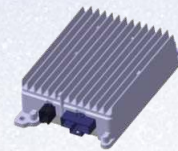
**1971**  
World's first  
approval for an  
H4 main  
headlamp



**1986**  
"Hella" becomes  
the company  
name

**1995**  
First locations in  
China;  
subsequent inter-  
national-  
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

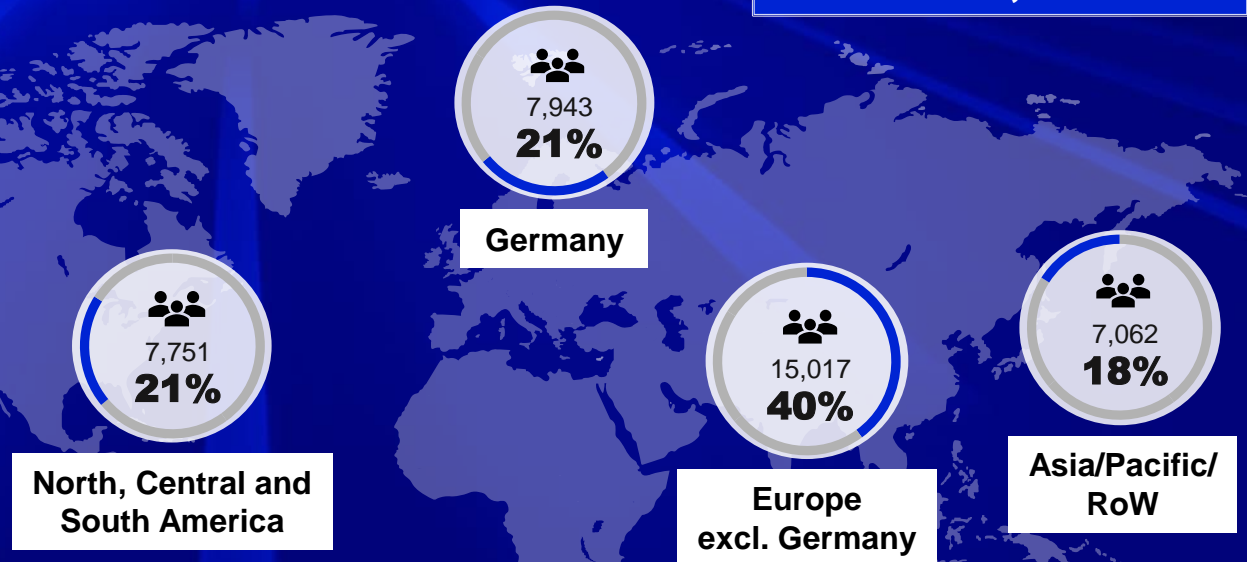
**58%**  
€ 4,588 mill.

## 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  
Sven Hoenecke

**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

Jens Hunecke  
Sebastian Keils  
Dr. Christoph Koltermann  
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 &amp; 2)<sup>1</sup></p> <p>2030: -45% FORVIA CO2 footprint vs. 2019 </p> <p>2045: NetZero company<sup>2</sup></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 &lt;2.2 Accidents per Mio. hours worked </p> <p>*Accidents per Mio hours worked with time lost</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: &gt;7% water intensity reduction in our operations vs. 2023</p>	<p>2025: 27% females in manager &amp; 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>	

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



# KEY FINANCIAL FIGURES AT A GLANCE

## Overview of KPIs

### Selected key figures

in € million

	<b>Fiscal year 2023</b> 1 January to 31 December 2023	<b>Calendar year 2022</b> 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%
	<b>31 December 2023</b>	<b>31 December 2022</b>
Net financial debt / liquidity	-56	43
Equity ratio	41.0%	41.9%





# FORVIA



# FORVIA: A GLOBAL LEADER IN AUTOMOTIVE TECHNOLOGIES

**7<sup>th</sup> 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.<sup>1</sup>

**Safe  
& automated  
driving**

**AUTOMATED DRIVING**  
Market growth

23-28 CAGR  
**+11%**  
p.a.<sup>2</sup>

**Digital  
& sustainable cockpit  
experiences**

**COCKPIT ELECTRONICS**  
Market growth

23-28 CAGR  
**+10%**  
p.a.<sup>3</sup>



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



# A COMPREHENSIVE PORTFOLIO

Six international business groups with differentiating product lines



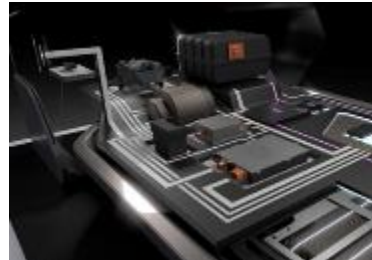
## Seating

- > 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 CO<sub>2</sub> neutrality roadmap:** CO<sub>2</sub> neutral at sites (-80% vs. 2019 and compensation) by 2025 and CO<sub>2</sub> 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



# CO<sub>2</sub> 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:** CO<sub>2</sub> neutrality for our internal emissions (scopes 1 and 2)
- › **By 2030:** -45% for scope 3 emissions
- › **From 2045:** CO<sub>2</sub> 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**

