

FORVIA HELLA at a glance

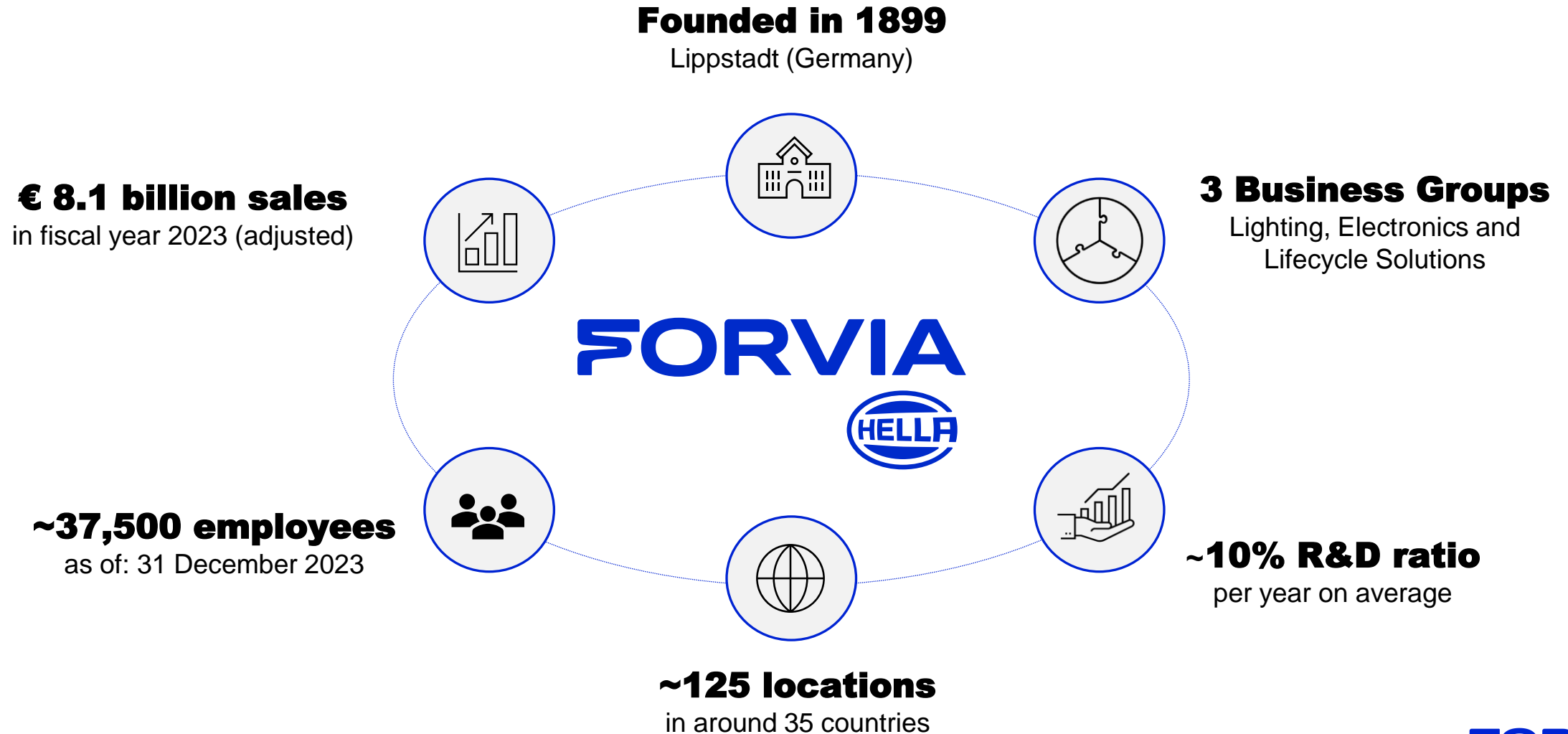
Company presentation

April 2024



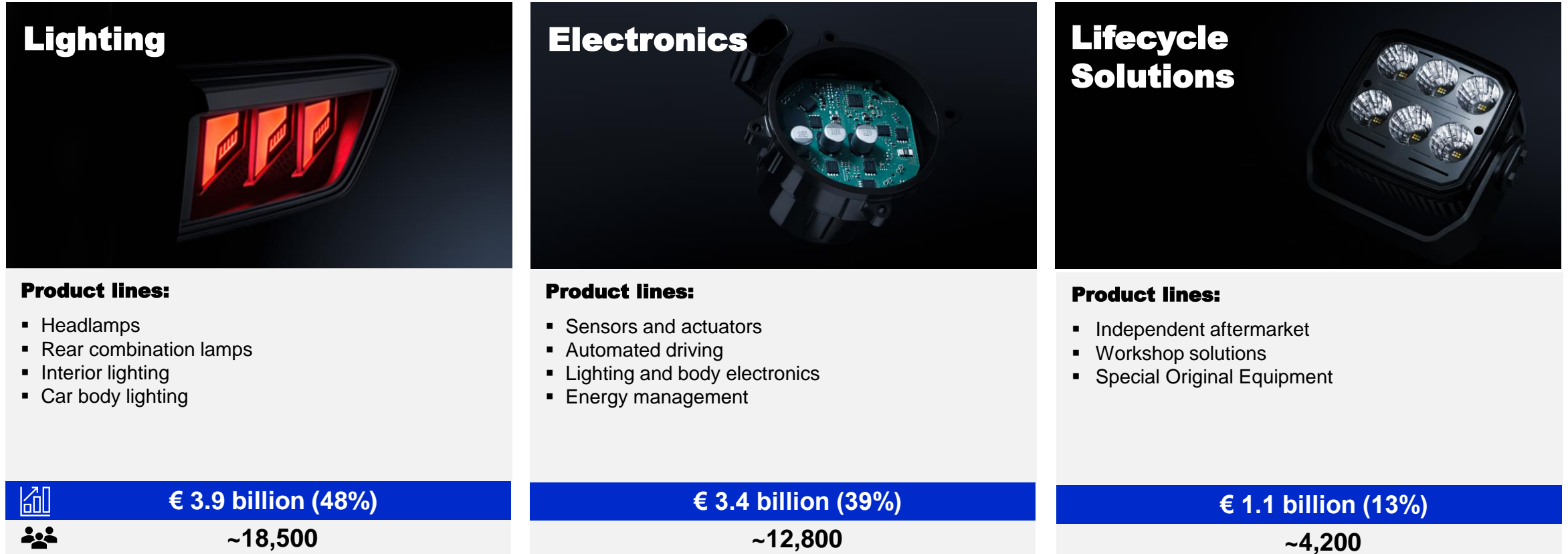
FORVIA HELLA has been a close and reliable partner to the automotive industry for 125 years

Overview



FORVIA HELLA stands for high-performance lighting technology, automotive electronics and Lifecycle Solutions

Business portfolio



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

The history of FORVIA HELLA: from the first acetylene lamp to the chip-based headlamp

Company history



1899
Founded as
"Westfälische
Metall Industrie
AG"

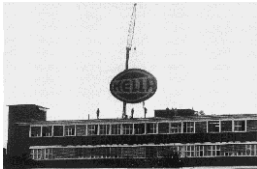


1965
The first
electronics
product: the fully
electronic
flasher unit



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

1961
Start of inter-
nationalization:
first foreign
factory

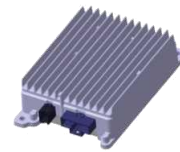


1986
"Hella"
becomes the
company name

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

1971
World's first
approval for an
H4 main
headlamp

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



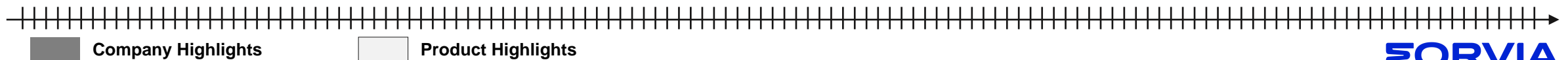
2016
Multibeam LED
headlamp

2017
750 millionth
position sensor
with CIPOS®
technology

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


FORVIA
Inspiring mobility


2022
Acquisition by
Faurecia;
together they
form FORVIA,
the seventh
largest
automotive
technology
supplier in the
world



FORVIA HELLA maintains a high degree of customer proximity and seizes growth opportunities in all 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.



7,751
21%
North, Central and
South America



7,943
21%
Germany



15,017
40%
Europe
excl. Germany



7,062
18%
Asia/Pacific/
RoW

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



Philippe Vienney
Chief Financial Officer
(CFO)



Jörg Weisgerber
Electronics

The Company is managed via a multidimensional matrix structure

Corporate structure



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 Sounillac


FORVIA HELLA Sustainability Roadmap


Environment

Social

Governance

Climate


2025: 100%  neutral production (Scope 1 & 2)

2030: -45% FORVIA CO2 footprint vs. 2019 

2045: NetZero company

Energy

2025: 100% renewable electricity supply

Transition to renewable  heat

2025: -20% energy intensity vs. 2019


Health & Safety

2025: Accident Rate <2.2 Accidents per Mio. hours worked



*Accidents per Mio hours worked with time lost

Supply Chain

2025: 95% of purchase volume of key suppliers with sustainability assessment by EcoVadis 

Waste



2025: -9% waste intensity in our operations vs. 2019

Water



2030: >7% water intensity reduction in our operations vs. 2023

Diversity & Inclusion

2025: 27% of females in managers & professionals




Learning Company

2030: 25 training hours per employee per year



Business Ethics

2025: 100% of targeted employees trained on Code of Conduct 

Key performance indicators at a glance

FORVIA HELLA at a glance

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 market leader for sustainable automotive technologies

A Group combining profitable growth and innovation, well placed to meet the strategic evolutions transforming our industry



All figures at December 31, 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



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

Activities FORVIA

Activities HELLA

Activities FORVIA & HELLA

* Including Clarion Electronics Commercial Solutions

3 strategic levers for growth



**Electrification
& Energy Management**



**Safe & Automated
Driving**



**Digital & Sustainable
Cockpit Experiences**



**Sustainability
Innovation
Operational excellence**

Our strengths

People



A leading “Environment, Social and Governance” (ESG) company



Environment

- › **An ambitious CO₂ neutrality roadmap:** become CO₂ neutral in operations (scope 1&2) by 2025 and CO₂ net zero from 2045
- › **Sustainable product solutions** with eco-design, sustainable materials, energy efficiency solutions and circular economy
- › **Zero emission solutions** with a strong expertise in BEV1 and FCEV2 (hydrogen mobility)



Social

- › **A responsible employer,** promoting gender diversity and inclusivity, 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



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

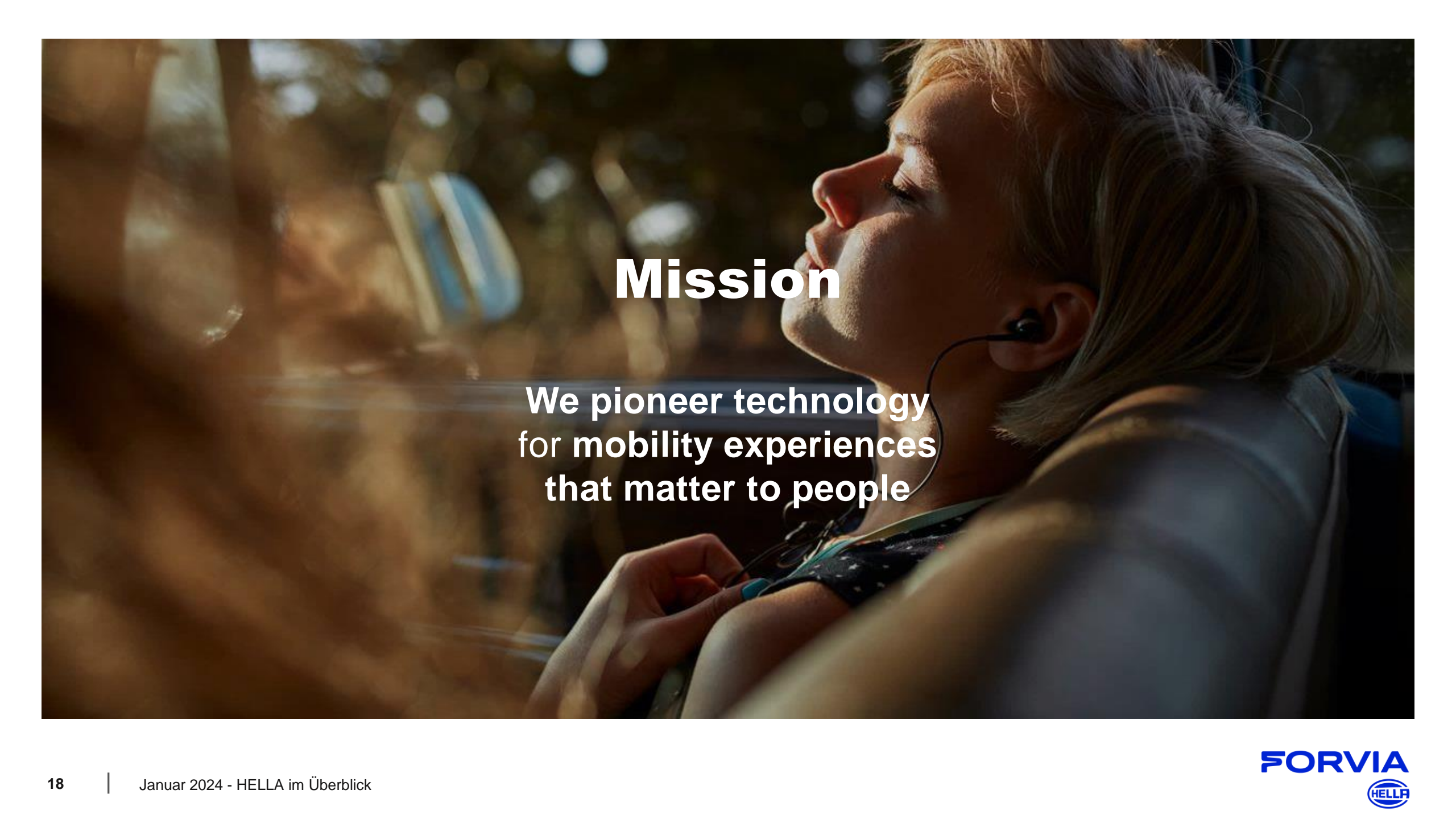
Vision

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

