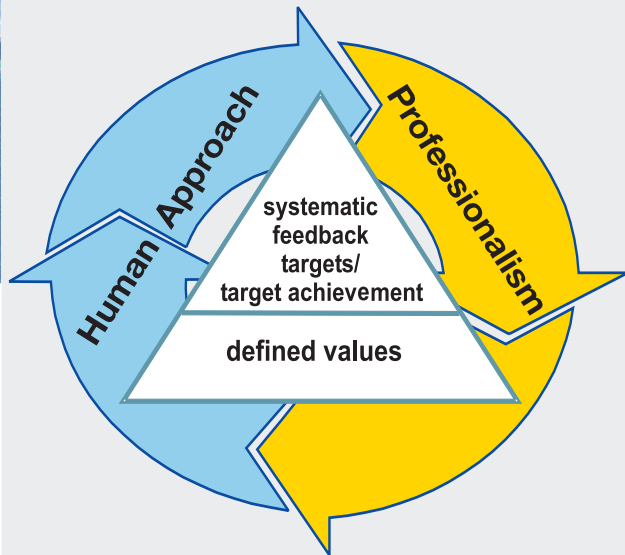
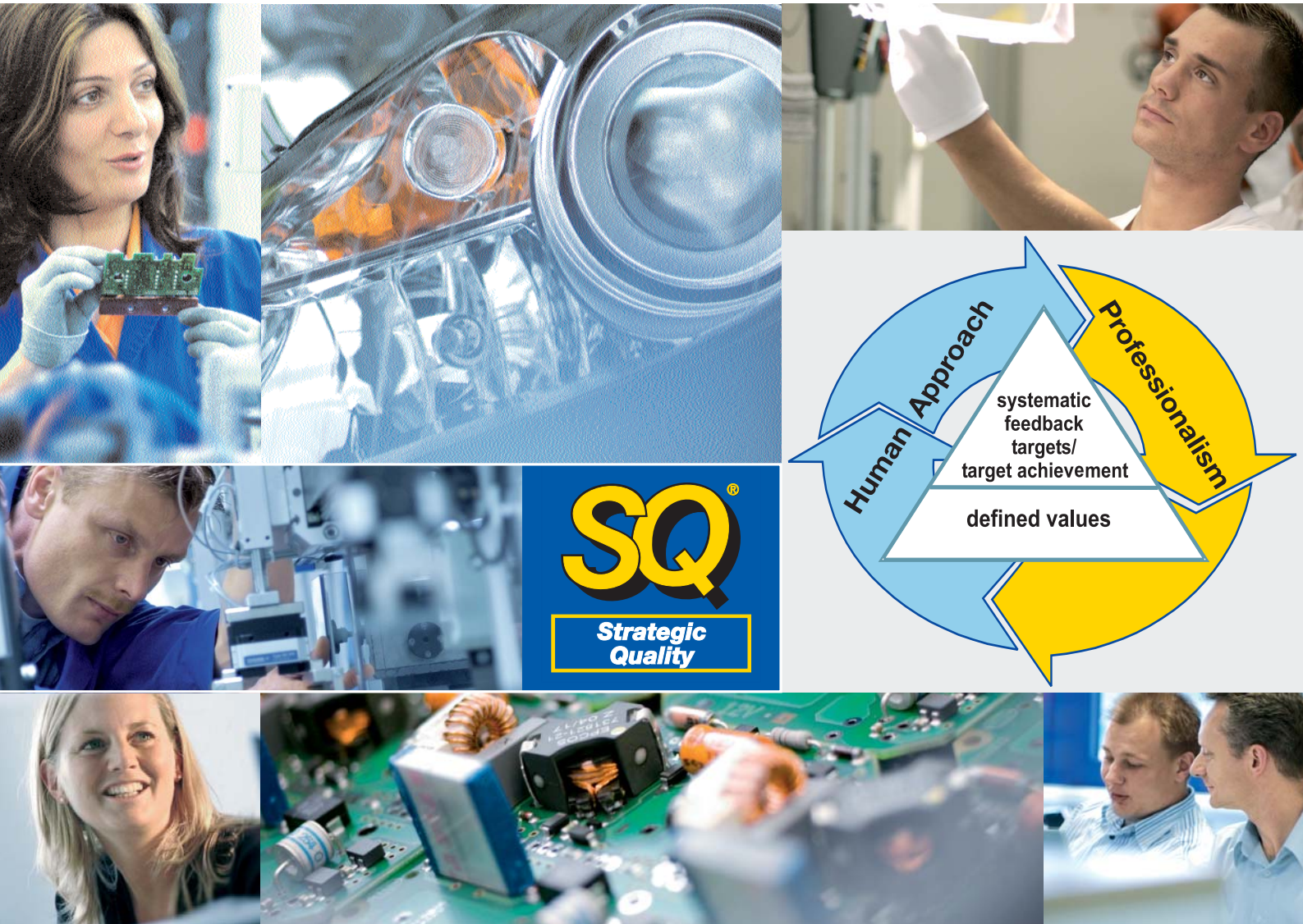


Professionalism and Human Approach: Values as the basis for lasting corporate success.



*Ideas today for
the cars of tomorrow*



Satisfy the Customer.

1 Act with entrepreneurial accountability/autonomy.

Customer satisfaction and the customer's willingness to pay for our products and services are the very foundation of our business and of our economic success. Customer satisfaction based upon our ability to provide affordable products and services is therefore the highest priority for all Hella employees. All our activities, organisation structures and processes therefore require the best possible strategic quality in order to serve our highest priority aim - Customer Satisfaction. Applied values are the basis for lasting success, i.e. securing Hella's existence and long-term profitable growth. Strategic Quality in all divisions leads to this success.

We act with entrepreneurial accountability/autonomy: We make independent and discriminating assessments of business situations, anticipate measures and implement them, boldly leave conventional paths of action, delegate systematically whilst being demanding and supportive. Accordingly, we achieve successful and forward-looking results (best in class).

Acting with entrepreneurial accountability/autonomy is a fundamental and valuable potential for an employee. Hella uses this potential in an integrated manner particularly in the corporate sense, as future tasks will be more complex and therefore less separable.

Hella employees who act with entrepreneurial accountability/autonomy are those who make discriminating and independent assessments of the business situation, and who anticipate the required strategies. Within the framework of their possibilities, and taking into account the respective corporate aims and guidelines, they achieve in an entrepreneurial manner successful results that lead the way ahead. In particular, Hella Executives delegate entrepreneurial accountability/autonomy carefully and systematically whilst ensuring that the skills and resources necessary to meet these demands are in place and are supported in an enduring way.

Hella supports the accountable/autonomous economic behaviour of all employees at all levels. It creates effective incentives for action, and scope for planning, in which sustainable thinking oriented towards achieving profit is necessary and possible.

The **Strategic Quality** of entrepreneurial accountability/autonomy can be seen by the willingness and ability to leave familiar courses of action if necessary, to assume responsibility for the consequences of one's own actions and thereby courageous risk taking. Ultimately, measurable economic success is achievable.



2 *Co-operate in a spirit of partnership and work together efficiently.*

We co-operate in a spirit of partnership and work together efficiently: We are open and trusting, appreciate the opinions of others, resolve conflicts constructively and effectively. We are proactive; we are timely in co-ordinating and communicating at the transition points between processes, we are personally reliable (with regards to defined performance, product/service quality, costs, time). To this end, we maintain and utilise internal and external networks.

Co-operating in a spirit of partnership and working together efficiently requires, as a matter of principle, mutual trust and confidence. The values of social co-operation are therefore in the same way also the basis for long term corporate success.

Co-operation is guaranteed by Hella employees in a spirit of partnership who treat information openly and with confidence, who apply fairness and team spirit at all levels and in all process, and who respond with tolerance and esteem. In this course, they show personal reliability (defined performance, product quality, costs, time), take responsibility for one another and solve their conflicts constructively and consistently.

Hella supports co-operation in a spirit of partnership and safeguards its economic success decisively through the sustained upkeep of a true culture of co-operation, particularly in the customer-supplier chain and in the maintenance of the corporate network - internally and externally.

The **Strategic Quality** of effective co-operation in a spirit of partnership demands a high level of awareness for the formulation of daily communication - in particular for proactive and punctual interface communication.

3 *Ensure sustainability.*

Our work is guided by the principle of sustainability: We consistently implement defined targets and systematically review them to assure long-term realisation. We are disciplined, thorough, proactive and forward-looking in our thinking and actions. We thereby achieve substantial results and lasting effectiveness; we thus guarantee the quality of all processes and behaviour.

Ensuring sustainability is fundamental to values and required to be implemented in order to achieve long-term security, targets and stability. Ensuring substantial results and lasting effectiveness is thereby the aim of all corporate activities throughout the company.

In the case of Hella employees, sustainability expresses itself through consistent implementation and achievement of all agreed targets and in the care of tasks and transferred responsibility. It requires discipline, consistency and forward thinking actions by all Hella employees at all levels. Above all, decisions are not just made but are checked and implemented with regard to their lasting effect. Sustainability is thereby the basis for securing and further developing the quality and performance level achieved in the respective corporate division, above all in relation to the customer.

At all levels and in all processes, Hella establishes and maintains decisions and structural implementation that enables and requires sustainability as a matter of course in daily activities.

Sustainability is a central **Strategic Quality** characteristic of all processes, behaviour and results in the company.



4 Provide performance.

We provide performance: We work with distinct commitment, on our own initiative, and enjoy achieving positive results. The basis is clear communication and target agreements as well the expectations on the part of customers, shareholders and management. Accordingly, we achieve best practice results.

Providing performance is a single but important and social standard for activities. The willingness to serve, and the increase of service levels are also an essential corporate value and expectation.

Service achievement can be seen in Hella employees through marked commitment, the enjoyment of work, using their own initiative with which everyone at all corporate levels should implement and the responsibilities given to them for the benefit of Hella. In the course of this, effective performance achievement requires clear communication and an agreement of targets. It is orientated to the respective customer, shareholder and corporate targets (and expectations), and the personal Hella employee targets derived from this.

Hella creates a lasting framework for a corporate culture that is orientated towards responsibility and service, with the explicit requirement for best practice results.

Strategic Quality in corporate service orientation is considered to be the result of human willingness and ability to serve.

5 Be innovative, and change in a positive sense.

We are innovative and change in positive sense: We see challenges as opportunities. We are open to new things, personally ready to develop ourselves further, keep learning and be a part of the change, act on an international level with regard to both scope and content. We keep the tried and tested, but are also daring and prepared to take risks, to enter new and unconventional territory, and therefore develop customer-relevant innovations for products, processes and structures.

Being innovative and changing in a positive sense is a continuous and constant process. The corporate and personal challenge is to approach and to help to shape these processes creatively and proactively - thereby becoming part of the change itself.

In the course of this, it is necessary to both keep what is proven and also to enter new and unconventional territory courageously and with a willingness to take risks, to create customer related innovations for products, processes and structures (for example: systems, technology, ranges, service). Those Hella employees who bring with them innovation and the ability to change, are those who view challenges as opportunities, who constantly act openly and open-mindedly, and who are also personally prepared to develop themselves further and to learn more. This in particular applies to the case of increasing international challenges, and is shown through increased mobility.

Hella supports these innovations and the ability of its employees to change, creating a flexible structure and scope in which Hella employees can take risks, with their willingness to plan and their personal courage.

Both aspects, namely employees who are personally willing to change and open to innovation, as well as corresponding international corporate structures that also create and secure the **Strategic Quality** of innovation and change processes.



6

Act with integrity.

We act with integrity: We are reliable and trustworthy - in both professional and interpersonal matters. We work in a friendly, co-operative and quality-oriented manner, stay loyal to company objectives and values. Our communication is appropriate to the situation, open and genuine. This also includes identifying objective conflicts and finding sustainable solutions for them. This enables us to form stable and trusting relationships with customers and colleagues.

Acting with integrity is fundamentally a human ideal that must be applied and maintained daily. People of integrity are indispensable for lasting successful entrepreneurial action.

Hella employees of integrity keep their promises, act according to their values, and thereby build up workable and trusting relationships, with customers and colleagues and all relevant contacts in the company. Personal integrity in professional and interpersonal matters can be seen above all as marked reliability and trustworthiness. Characteristic features of Hella employees at all levels, in particular the quality and orientated way of working, are considerate, co-operative, loyal, using open and true communication that is appropriate to the situation. This also means naming conflicting targets and entering into these - even across hierarchies - representing these in a sustained manner.

Hella strengthens the integrity and authenticity of its employees by respecting independent thinking and by allowing open discourse with regard to different opinions and points of view.

Integrity means consciously developing the **Strategic Quality** of one's own standards, taking it seriously and then acting consistently.

7

Be an example.

We behave in an exemplary manner: Each of us applies the defined corporate values through our own actions and the way we come across to others. We consciously maintain our own example of behaviour and further develop our potentials and capabilities. At the same time, we are open to criticism, learn from our mistakes and regularly obtain feedback for ourselves with regard to the corporate values.

Be an example: People look for examples and strive for ideals in their personal and professional life. Personal values must be applied as a matter of principle, i.e. people can and should be examples themselves. Hella needs exemplary behaviour by all of its employees in order to safeguard its long-term existence and competitiveness.

Hella employees act in an exemplary manner when they behave with integrity and develop and consciously maintain their own example of behaviour in all divisions (1-6) named. Examples do not have to be perfect in everything, they do however work persistently on the further development of their attitudes and their potential and their capabilities. Fundamentally, they do not expect or demand anything of others that they cannot provide themselves. They say what they think, however, they also think what they say. Above all, they are open in relation to criticism, regularly collect feedback for themselves and learn from their mistakes.

Hella supports and demands the principle of examples; it does not expect perfect people, but those who are prepared to work on their own example daily. Above all, Hella also takes action consistently if the opposite of exemplary function is applied. Both aspects are examples of people who are personally orientated and corporate structures which explicitly support the principle of these examples forming the basis for the **Strategic Quality** of "Professionalism and a Human Approach", and above all for the quality of effective executive working.

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