Corporate Presentation

The Quality Connection

LEONI
LEONI Group  Markets and portfolio

Automotive & Commercial Vehicles

Industrial Solutions

Electrical Appliances

Conductors & Copper Solutions

- Cable systems/Wiring systems
  - Cable harnesses
  - Copper cables
  - Wire & strands
  - Power distributors and connector systems
  - Hybrid cables
  - Optical fibers
- Service
- Sensors
- Optical cables
- Connectors
LEONI Group Strategy

LEONI strategic pillars

- Globalisation
  - expansion of LEONI's global presence
  - products in line with international standards
- Innovation
  - green technology
  - continued use of state-of-the-art technologies and processes
  - customer specific solutions
- System business
  - extension of the value chain to customers' need
- Efficiency
  - realisation of synergies
  - strengthening of production network
  - optimisation of business processes

Customer requirements
Competitive environment
Environment
Suppliers

Politics
Economic development
Global trends
Jurisdiction
Green Technology LEONI solutions

- Environmentally-friendly energy production and storage
- Sustainable water management
- Sustainable mobility
- Energy efficiency
- Raw material efficiency
- Recycling system

LEONI
LEONI Group  Sales overview

- **Kerpen**
  - sales about € 116 m

- **Studer Draht- und Kabelwerk AG**
  - sales about € 84 m

- **Valeo Wiring Systems**
  - sales about € 574 m

- **Lucas Rists**
  - sales about € 100 million

- **Daekyeung**
  - sales about € 87 m

**Major Acquisitions**

**Estimated Sales**
**LEONI Group Divisions 2016**

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Sales and employees per division</th>
<th>Sales breakdown per region</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wiring Systems</strong></td>
<td><strong>Wiring systems and electrical components</strong></td>
<td><strong>Total sales: € 2.7 billion</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Employees: 69,250</strong></td>
</tr>
<tr>
<td><strong>Wire &amp; Cable Solutions</strong></td>
<td><strong>Wires, cables and cable systems</strong></td>
<td><strong>Total sales: € 1.7 billion</strong></td>
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<tr>
<td></td>
<td></td>
<td><strong>Employees: 9,450</strong></td>
</tr>
</tbody>
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- **LEONI**
  - Sales 2016: € 4.4 billion
  - Employees: ~ 79,000

As per Dec 2016

- **EMEA** 78% (thereof Germany 32%)
- Asia 10%
- Americas 12%

- **EMEA** 56% (thereof Germany 22%)
- Asia 22%
- Americas 22%
Wiring Systems
Wiring Systems  Products and services

Wiring systems, fuse and junction boxes for
- cars (all segments)
- electric, hybrid and fuel cell powered vehicles
- commercial vehicles
- systems and component suppliers

Core areas of expertise
- full service supply capability
- E&EDS system optimisation
- high voltage wiring systems
- product design and development
- global customer support
- programme co-ordination
- total value engineering
- supply chain logistics
Wiring Systems Development process

E/E architecture optimization and system development are two of our core strengths
Wiring Systems  Full service supplier

Facts
- Total length: up to 3,000 metres
- Number of single cables: up to 1,500
- Number of contacts: up to 3,000
- Weight: up to 60 kg

From the design …

… to electrical and electronic system components…

… to an integrated wiring system
Wiring Systems  Global network

Global headcount: about 69,250  
(as per Dec 2016)

Production sites: 48

Countries: 19

Brazil  India  Paraguay  Serbia
China  Italy  Poland  Slovakia
Egypt  Mexico  Portugal  Tunis
France  Morocco  Romania  Ukraine
Germany  Moldavia  Russia
Wiring Systems  Profile

- No. 1 in Europe
  No. 4 worldwide

- Full service provider of wiring systems

- Cost leadership due to production in low-cost regions in Eastern Europe, North Africa, Asia and Mexico

- New and follow-on orders from the automotive industry retain growth over many years

- Our customers represent 70% of the global automobile market
Wiring Systems  Systems Know-how

Electric
- Cable
- Automotive cables
- Wiring system components

Electronic
- Driver assistance systems
- Entry systems
- Energy management
- Control modules
- Sensors
- Actuators

System supplier and provider of related development services

Engineering-Partner for E/E-Architecture
WSD STRUCTURE

CEO WSD

WSD Sales

- MB
- PSA
- GM / FCA
- BMW
- RN
- CV
- VW
- AC
- SI / PS
- JLR
- EMO
- COMP

CFO
- Controlling
- Acc. & Tax
- Legal
- Purchasing
- Prog. Mgmt

CHRO
- Contr & Policies
- B prac. & rem.
- Pers. Dev.
- HR B. Partners

COO
- Quality / LPS
- R&D
- PPE
- SCM
- SHE

Source: LEONI WSD Board

Corporate Presentation · Status March 2017
Wire & Cable Solutions Products and markets

Automotive cables

Special and standard cables, fiber optics solutions, systems, engineering and services for industry, infrastructure and communication

Plugs, internal wiring, systems, cables

Wires and strands, copper flexibles and braided copper tapes

Automotive & Commercial Vehicles

Industrial Solutions

Electrical Appliances

Conductors & Copper Solutions
Wire & Cable Solutions  Value Chain

Development, Engineering Design
Materials and technology development
CAD-supported product development
Design-To-Build

Raw material

Wire/Fiber drawing
Optical fiber and copper wire drawing
Compounding
Application specific development and production of insulation materials

Cable production
Extrusion of plastics, silicone, using pressure, semi-compression, pipe and drive methods
Taping, twisting, braiding
Irradiation: physical, chemical

Assembly
Assembly of optical and copper fibers, hybrid- and miniature cables with a large variety of connection possibilities
Assembly of pre-assembled components to cable systems

Logistics Service
EDI
JIT/JIS
Kanban
Electron-beam cross-linking
Wire & Cable Solutions Division

Member of the Board of Directors *

Projects *

Corporate Development *

CFO *
- Controlling
- Global Purchasing
- Accounting
- Tax
- Legal
- Human Resources Management

COO *
- Production & Efficiency Mgmt.
- IT Demand Mgmt. / PLM / Process Mgmt.
- Quality & Environm. Mgmt.
- Engineering, Technology & IP Management
- Supply Chain Management

CSO *
- Think Tank
- Technology Platform
- Solution Architects
- Key Account / OEM Team

BG Automotive Cable Solutions (AM) *
- BS Automotive Standard Cables
- BS Automotive Special Cables

BG Industrial Solutions (IN) *
- BS Enterprise & Industrial Projects
- BS Energy & Infrastructure Solutions
- BS Specialties
- BS Factory Automation

BG Conductors & Copper Solutions (CC) *
- BS Specialties

BG Electrical Appliance Assemblies (ES) *

Region Asia
- Region Americas

* : Member of the Division executive board
Back up
Wiring systems production
Corporate Responsibility Organisation

Corporate Responsibility

Corporate Governance and Compliance
Corporate Social Responsibility (= Sustainability)
Corporate Citizenship

Corporate Governance

Combating corruption

Transparency

Economic Responsibility
- Carbon Disclosure Project
- Green Technology
- Sustainability Report

Social Responsibility
- Social Charter
- LEONI Code of Ethics
- UN Global Compact

UN Global Compact

Ecological Responsibility
- Carbon Disclosure Project
- Green Technology
- Sustainability Report

Corporate Giving

Corporate Volunteering

Corporate Foundations
The LEONI Group  Strengths

Consistent market orientation and customer focus

Tailor-made products and systems with integrated value chain

Global production, distribution and service network

Technically skilled and highly motivated employees
1569
Anthoni Fournier from Lyon, France founded the first workshop for the manufacture of Lyonese Wares in Nuremberg.

1621
Fournier’s sons established other workshops for the manufacture of Lyonese Wares south of Nuremberg, including one in Roth. This gave rise to several other companies
- Johann Balthasar Stieber & Sohn, Nuremberg
- Johann Philipp Stieber, Roth and
- Vereinigte Leonische Fabriken, Nuremberg

1917
The three companies Johann Balthasar Stieber & Sohn/Nuremberg, Johann Philipp Stieber/Roth, and Vereinigte Leonische Fabriken/Nuremberg merged to form Leonische Werke Roth-Nürnberg AG

1928
Production of enamelled wire

1931
Company name was changed to Leonische Drahtwerke AG, Nuremberg. Production of rubber sheathed cables

1943
Production of PVC insulated cables

1948
Production of power cords (cord sets)

1956
Started to manufacture cable assemblies

1967
Kitzingen plant was built (wiring harness production)

1969
Bad Koetzting plant was built (enamelled wire production)
1977 – today
LEONI started its global expansion by establishing a wiring harness plant in Tunisia. This was soon followed by further new plants, subsidiaries and acquisitions.

1999
A new holding company named LEONI AG was established. Three subsidiary companies were formed to run the business:
- LEONI Draht GmbH & Co. KG
- LEONI Kabel GmbH & Co. KG
- LEONI Bordnetz-Systeme GmbH & Co. KG

2000 – 2005
LEONI acquired several special cable producers expanding the business by focusing on key markets such as industry, healthcare, infrastructure and communication.

2008
LEONI acquired the wiring harness division of the French automotive supplier Valeo. This resulted in LEONI becoming the European market leader for automotive wiring systems and the number four supplier in the world.

Today
- The LEONI Group has 80 subsidiaries.
- LEONI’s worldwide presence comprises 93 production facilities, 21 of which are in Germany.
- The LEONI Group is represented in 32 countries.
- The LEONI Group employs about 79,000 people, about 4,400 of them in Germany in 2016.
- LEONI generated sales of €4.4 billion in 2016.