

# 3 people - 3 insights

Personal stories from 100 years of  
OSRAM Automotive



*In a company like ams OSRAM, which can look back on a long and successful history, there are many fascinating stories and memories. Our employees share their personal highlights and show how OSRAM Automotive has become the global number 1 in automotive lighting through courage, continuous progress and close customer proximity.*



## ADAM WU

*Executive Vice President  
and General Manager  
of the Automotive &  
Specialty Lamps division*

*With ams OSRAM  
since 1998*

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**It's impressive how OSRAM Automotive was able to transform a seemingly hopeless technology into a profitable product with courage and foresight.**

*„A particularly formative event for me in the automotive sector was the development of HID xenon technology. For a long time, it was considered a hopeless blend technology - complex, niche and expensive. But we had the courage to present a long-term concept for HID in the automotive sector. As a result, all machine projects for a high-performance line were green-lighted and we accepted financial losses over three years because our long-term plan was trusted. After 2010, HID became one of the most profitable product groups in the Automotive division. So we developed an ‘unloved’ product into a respectable business with global customers in a relatively short time.*

*XENARC is an indispensable part of the OSRAM world when it comes to high-quality automotive lighting. Employees from different countries worked together on a daily basis to ensure the success of the segment and maintain a strong performance. In 2014, the 100 millionth XENARC lamp was produced - for me personally a milestone that underlines our innovative strength and commitment.“*



## CARSTEN SETZER

*Vice President Product  
Lifecycle Management  
Lamps & Fixtures*

*With ams OSRAM  
since 1997*

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**We have made LED technology  
affordable for everyone. We can be  
very proud of that.**

*„For me, one of the most important developments at OSRAM Automotive is the ‘democratization’ of LED technology. For just 100 to 120 euros, you can upgrade your used car to a lighting and safety standard that would have cost 800 to 1,000 euros when ordering a new car. This cost-effective retrofit solution enables many vehicle owners to benefit from the advantages of modern LED lighting.*

*This technology is now available for so many vehicle models that the registration authorities are already asking for general approval. However, this will still take some time, as we place the highest priority on glare-free lighting. Currently, this is only possible through individual vehicle approvals to ensure that the retrofit solutions meet the highest safety standards.*

*I am proud that we have been able to make an important contribution to improving road safety with this innovation and at the same time make LED technology accessible to the masses.“*



## HANS-JOACHIM SCHWABE

*former Executive Vice  
President & General Manager  
Business Unit Automotive*

*Employed at ams OSRAM  
from 1991 to 2023*

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**For me, employees who act like entrepreneurs, a somewhat crazy sales team and close customer proximity are among the strengths that have always driven OSRAM Automotive forward.**

*„When you work for a company as rich in tradition as ams OSRAM for so long, you experience many remarkable moments. What I particularly remember from my time is the targeted promotion of new markets and technologies after 2012. Although we knew that these investments could initially result in losses, we boldly invested in innovations. This secured our innovation leadership in OEMs between 2015 and 2017 and had a positive impact on our annual contracts, including in Asia. I am particularly proud of our commitment in Japan from 2018 with the introduction of XLS technology. Our top customer relationships and the continuous development of our plants were key reasons for our strength. We have never let up, always kept going and constantly challenged ourselves, often beyond our planned targets.*

*The creativity and courage to innovate of many employees, who acted as entrepreneurs, as well as our highly motivated and motivated sales team, who sometimes had to be a little crazy, have always moved us forward.*

*For me, these stories and experiences are the essence of 100 years of OSRAM Automotive - a company that has always set new standards through courage, innovation and commitment.“*