Investor Presentation
April 2008

Well Positioned for Profitable Growth

GRAMMER

Today's Speakers

Dr. Rolf-Dieter Kempis (54), CEO

- CEO of Grammer AG since August 2007
- Former partner at McKinsey and member of the Supervisory Board of Grammer since 2005
- Wide range of experience in management, strategy and operational projects in the automotive industry
- Degree in mechanical engineering and engineering mgmt as well as Doctorate degree from RWTH Aachen

Alois Ponnath (50), CFO

- CFO of Grammer AG since 2000
- Longstanding experience with Grammer since 1991
- Managed the IPO and the restructuring process after 1999
- Degree in business management and administration from Ludwig Maximilian University in Munich

Hartmut Müller (45), Seating Systems

- Grammer board member since 2007
- Valeo's General Manager for North and Eastern Europe, Climate Control before joining Grammer
- Over 20 years experience in the automotive sector
- Degree in mechanical engineering from University of applied sciences in Gießen-Friedberg and degree in business administration from University in Darmstadt

Grammer: Well Positioned for Profitable Growth

GRAMMER: Well Positioned for Profitable Growth

GRAMMER

1 **Market Leadership Positions** and standard setter in attractive specialty markets

2 **Attractive Business Platform** providing large diversity of customers, markets and products

3 **Strong Profitability Potential** through improved cost structure and results-oriented order acquisitions approach

4 **Significant Growth Opportunities** via organic growth as well as strategic acquisitions

5 New **Experienced and Committed Management Team** to executing Grammer's strategy towards value creation

Profitable Growth

Higher Margins

Higher Value Potential

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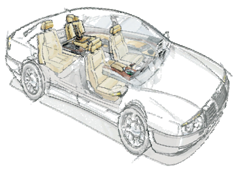
GRAMMER

Grammer Group

Automotive	Seating Systems
30% of EBIT	70% of EBIT

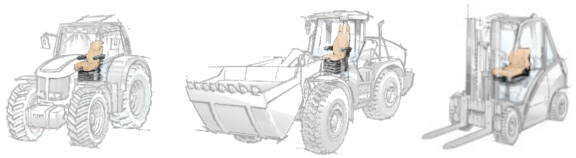
Automotive



Products
Head- & Armrests
Centre Console

Major Customers
BMW, VW, Audi, DaimlerChrysler

Offroad



Products
Driver seats for offroad commercial vehicles

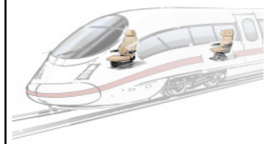
Major Customers
AGCO, Caterpillar, Linde, Komatsu, Still, John Deere, Liebherr, Jungheinrich, CNH Case New Holland, Volvo, Toyota

Truck

Products
Driver seats for commercial trucks

Major Customers
Mercedes-Benz, MAN, VW, Scania

Railway



Products
Passenger seats for trains

Major Customers
Die Bahn DB, Bombardier, Alstom, Siemens

Bus

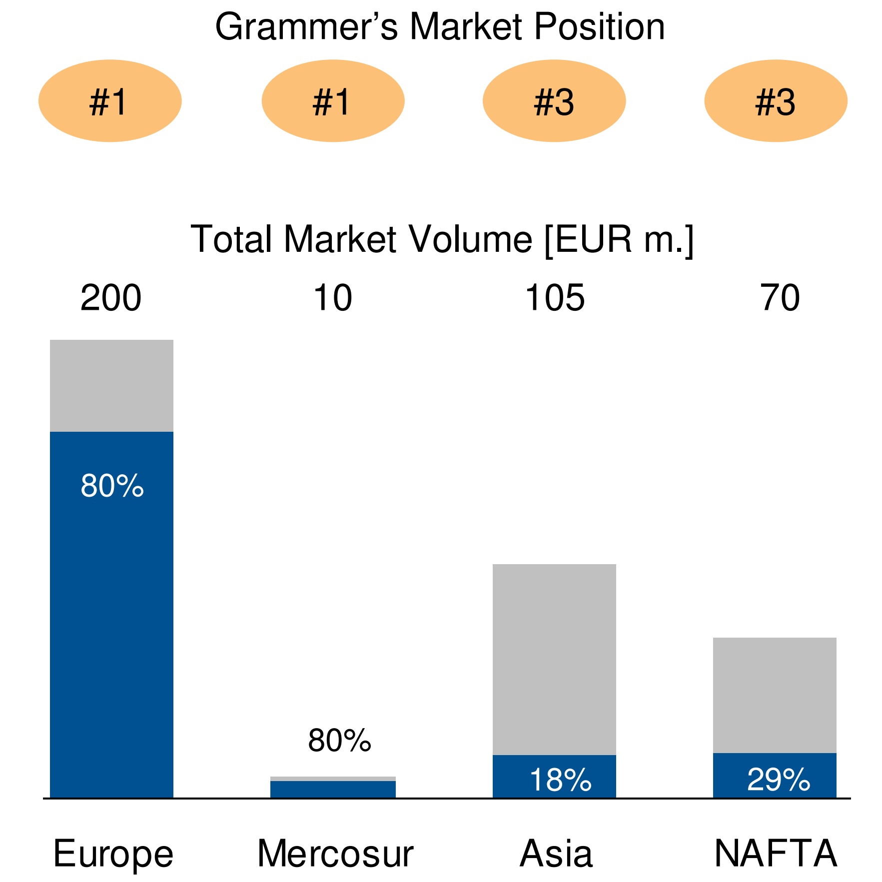
Products
Driver seats for busses

Major Customers
MAN, EvoBus, Volvo, Irisbus Iveco

Market Leadership Positions

Seating System – Offroad – Global Market

Global Market - Offroad



Market Trends - Offroad

- **MEGATREND**
  - Generation of alternative energy
- **EUROPE**
  - Modernization of existing vehicles in Eastern Europe
  - New regulations of body-vibration
  - Increased demand for design and service
- **MERCOSUR**
  - General market trend towards comfort seating
  - Higher production of agricultural machines due to increase cultivation of grain and sugar cane
- **ASIA**
  - Easier market entry with JV or cooperation
  - High demand for simple, functional seating
  - Local content is key for market participation
- **NAFTA**
  - Growth potential in service and aftermarket
  - Comfort seating customized to local standards

1 Market Leadership Positions

Seating System – Offroad – Grammer's Market Position

Grammer's Market Position
Seating System - Offroad

Market and technology leader in Europe	Strong brand image and broad customer base	Global player with local content in all key markets	Highly innovative

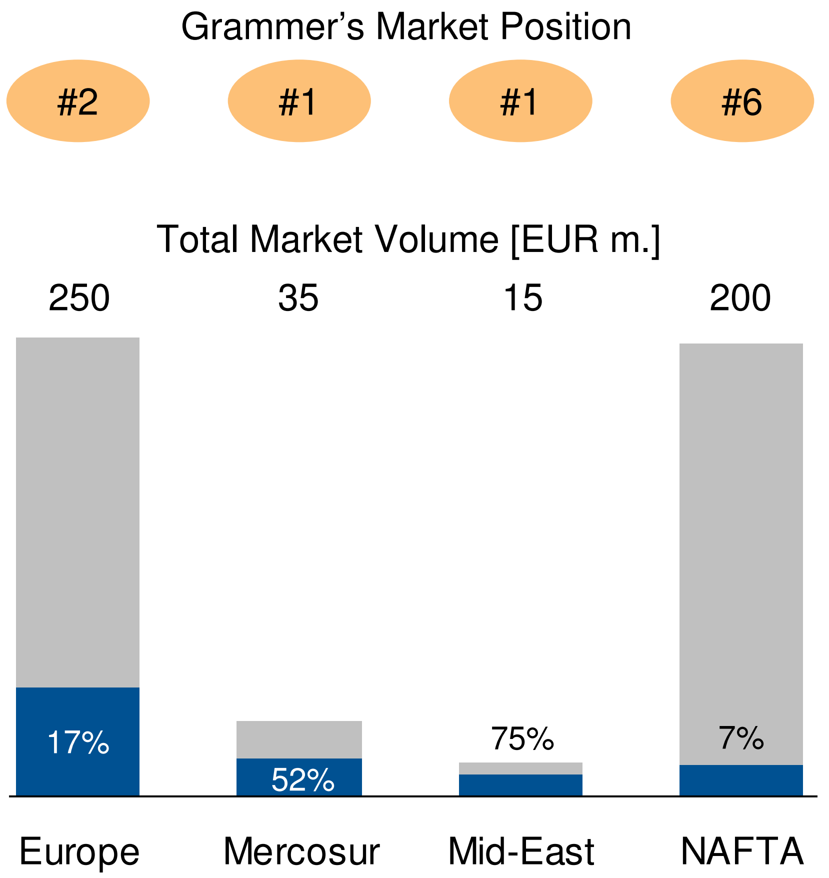
Strong leading market positions in regional niche markets

Market Leadership Positions

1

Seating System – Truck – Global Market

Global Market - Truck



Market Trends - Truck

- **EUROPE**
  - Several model changes in 2009-2011
  - Dual sourcing strategy of OEM's
  - Very competitive market, dominated by ISRI
  - Potential new market entry by Recaro/Keiper
- **MERCOSUR**
  - Continuous increase in demand
  - Demand for better comfort and design
- **ASIA / MID-EAST**
  - Biggest growth in China, Russia and Japan
  - Demand for better comfort and design
  - Local content is key for market participation
- **NAFTA**
  - Dynamic market climate due to new emissions regulations
  - Trend towards higher comfort and design and customization to local standards

Market Leadership Positions

Seating System – Truck – Grammer's Market Position

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Grammer's Market Position
Seating System - Truck

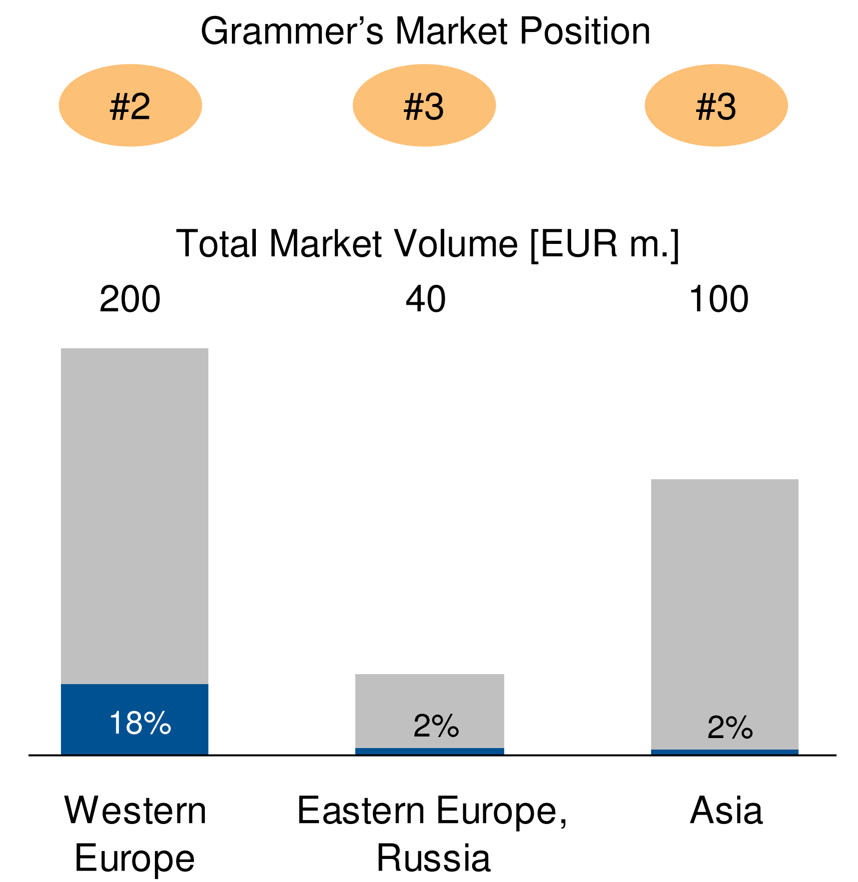
- **New seat generation "Echo"**
- **Positive brand image in China and India**
- **Successful market entry in Russia with customer KAMAZ**
- **Technology and market leadership in South America**

Strong market position in key markets with high growth potential in Asia and NAFTA

1 Market Leadership Positions

Seating System – Railway – Global Market

Global Market - Railway



Market Trends - Railway

- **WESTERN EUROPE**
  - Still largest market for next 10 years
  - Strongest future growth in France
  - Need for market consolidation on Tier 2 level
- **EASTERN EUROPE / RUSSIA**
  - Refurbishment of existing train fleet
  - Higher demand due to expansion of railway systems
- **FAR EAST**
  - Expansion of regional railway-system in the Gulf-region with exclusive interior
- **ASIA / RoW**
  - High-speed projects in China
  - High investment in railway system expected
  - Local content is key for market participation

Market Leadership Positions

Seating System – Railway – Grammer's Market Position

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Grammer's Market Position
Seating System - Railway

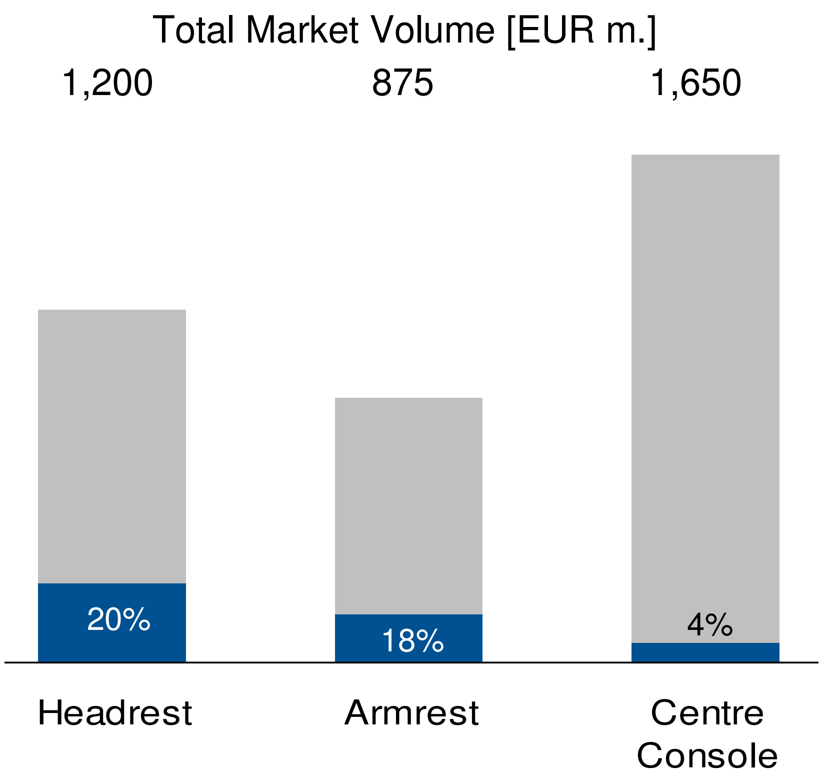
- **Strong reputation in innovation, design and ergonomics**
- **Strong brand image**
- **Market leader in high-speed and long-distance trains**
- **Only "real" global Player**

Strong market position in regional niche markets with high growth potential in Asia

Market Leadership Positions

Automotive – Global Market

Global Market – Premium Automotive Segment*



*) Medium, upper medium, luxury, sport and off-road vehicles

Market Trends - Automotive

- **Headrests**
  - Adoption of European safety features in the NAFTA region (CAK)
  - Low cost products for Asian markets
- **Armrests**
  - Integration of front armrest into center console
  - Functional connection of rear armrest and rear-seat / rear-headrest
  - Integration of additional comfort and technical features
- **Center Consoles**
  - Premium segment: Further integration of technical and electronic features
  - Mid-class segment: Standard versions for volume based market

GRAMMER Market Leadership Positions

Automotive - Grammer's Market Position

Grammer's Market Position
Automotive

- **Strong reputation for design, quality and competitiveness**
- **Experienced development partner with all western based OEM's**
- **Majority of sales generated in premium vehicle segment**
- **R&D centers USA, Europe and Asia**

Attractive position in the OEM/Tier 1/Tier 2 universe with competitive, high quality volume products

GRAMMER: Well Positioned for Profitable Growth

GRAMMER

1. **Market Leadership Positions** and standard setter in attractive specialty markets
2. **Attractive Business Platform** providing large diversity of customers, markets and products
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Profitable Growth

Higher Margins

Higher Value Potential

Attractive Business Platform

Grammer's Product Portfolio

GRAMMER

Attractive product portfolio providing innovation, safety and comfort…

Seating Systems

Offroad

Maximo Evolution active

Primo XL

Truck

Kingman

MSG 90.6

Railway

Premium Seat

ICE 3000 AVE Club

Automotive

Headrests

Crash Active Headrest (CAK)

Comfort Headrest

Armrest & Centre Consoles

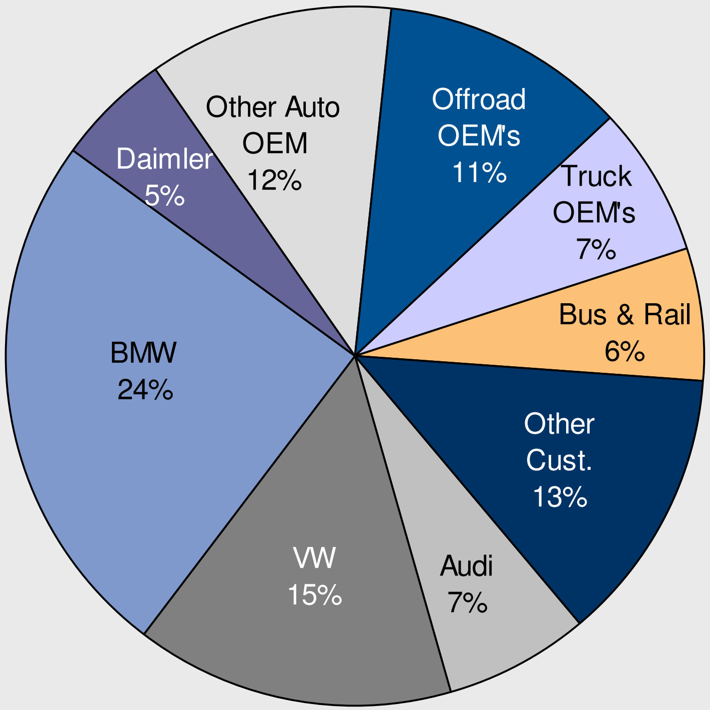
Armrest

Centre Console

…to a well balanced customer base…

Grammer Sales 2007 by Customer Group

Sales 2007: 998.1 EUR m.



Grammer Top 15 Customer*

Pos.	Segment	Customer	% of Sales
1	Automotive	BMW	24%
2	Automotive	VW	15%
3	Automotive	Audi	7%
4	Automotive	Daimler Chrysler	5%
5	Offroad	John Deere	3%
6	Truck	Daimler Truck	3%
7	Automotive	FAW – China	3%
8	Offroad	Fendt	2%
9	Truck	MAN	2%
10	Offroad	Case New Holland	2%
11	Automotive	Skoda	2%
12	Offroad	Linde	2%
13	Truck	VW – Scania	2%
14	Railway	Deutsche Bahn	1%
15	Railway	Siemens	1%
Total Top 15 Customers			**75%**

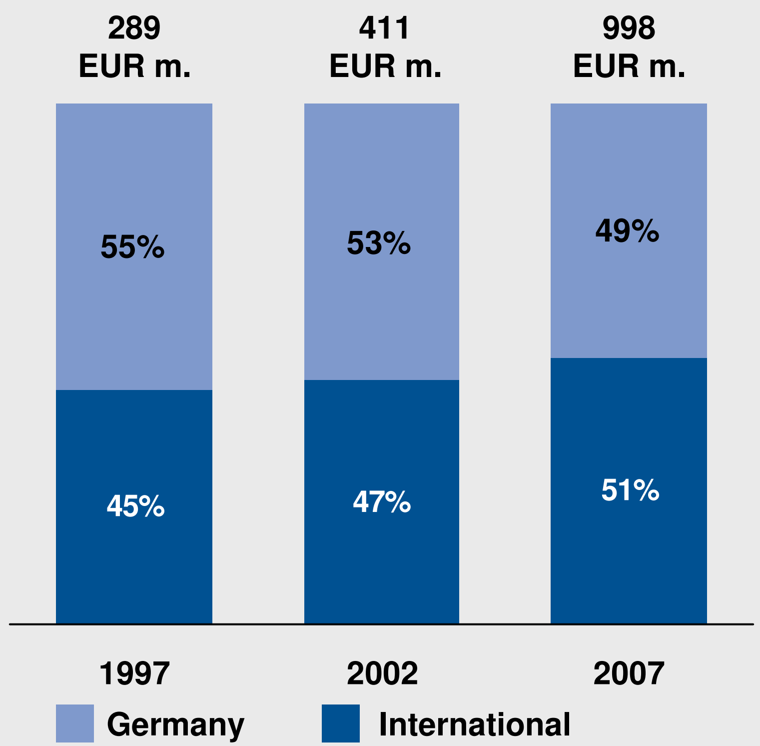
*) Net product sales

Attractive Business Platform

Sales by Region

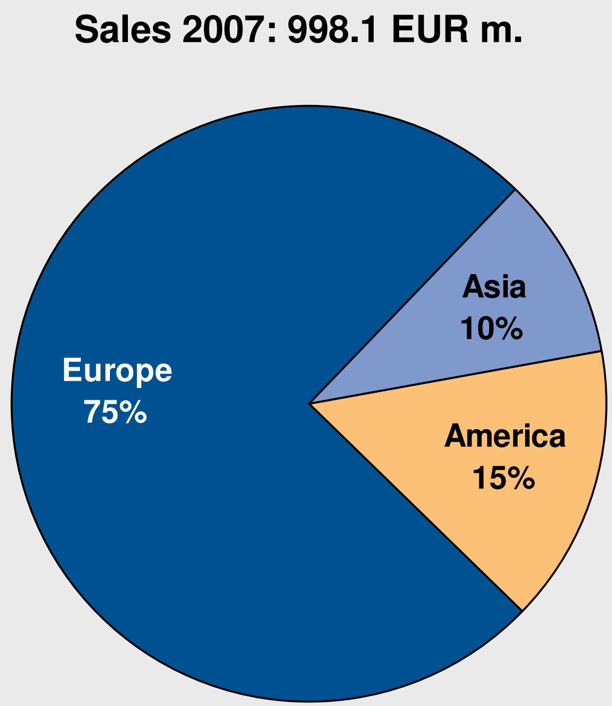
...with a continuously increased global focus...

Grammer Sales 1997–2007 – Domestic and International*



*) 1997 and 2002 based on German GAAP, 2007 based on IFRS

Grammer Sales 2007 by Region

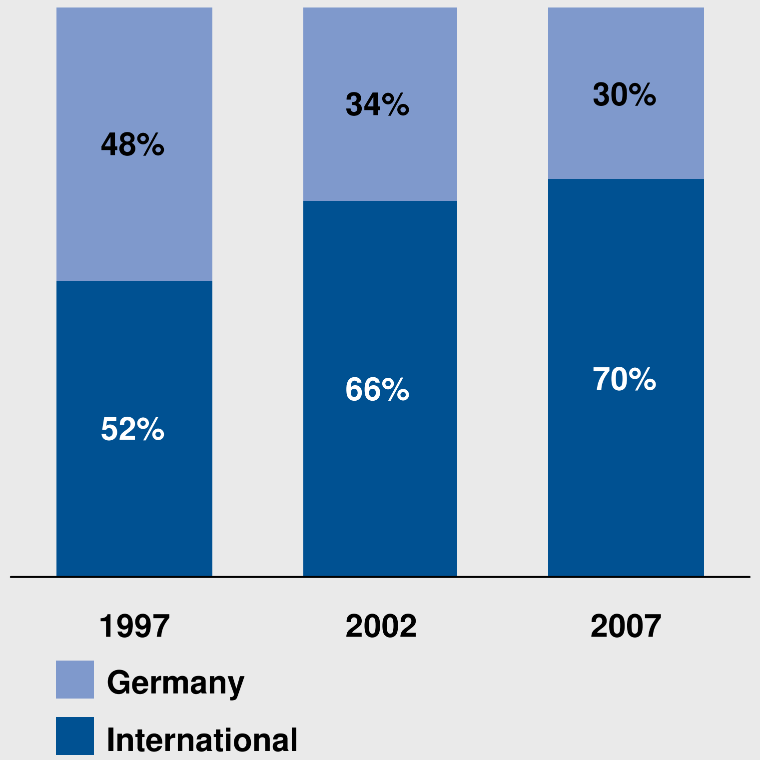


Attractive Business Platform

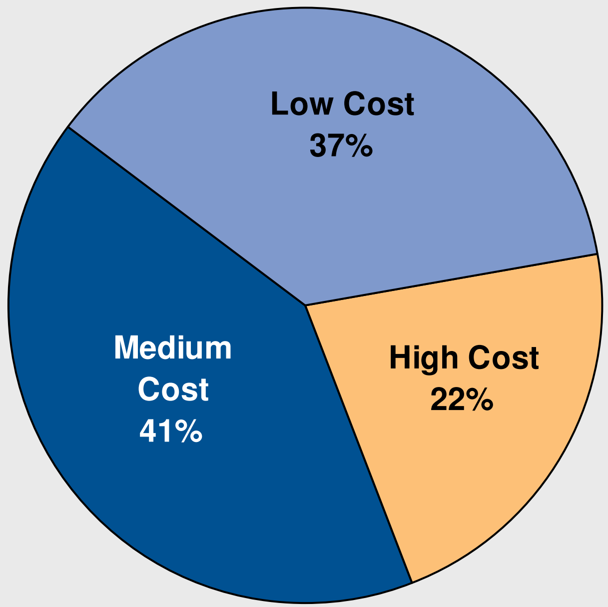
Global Footprint

...supported by an increasingly low cost, global production network.

Employees in Germany / International 1997 - 2007



Direct Production Employees 2007 by Location



Low Cost: China, Bulgaria, Mexico, Turkey

Medium Cost: Czech Republic, Slovenia, Poland, Brazil

High Cost: Germany, Spain, USA

GRAMMER: Well Positioned for Profitable Growth

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Grammer's Fitness Program results in a leaner and more efficient organization…

	Description	To Do's	Status	Target
Implement Business Unit Concept	▪ Leaner structures ▪ Clear hierarchies with sales and P&L responsibility ▪ Efficient and fast decision making process	▪ Organizational structure ▪ Staffing key positions ▪ New process- and job-descriptions	100% 100% 25%	✓ ✓ Q2 08
Streamline Overhead Structures	▪ Integration of central functions Seating & Auto. (R&D, Quality, IE, Purch.) ▪ Leaner Group-functions and processes (IT, HR, Finance) ▪ Re-organization Controlling (BU-concept)	▪ Organizational structure ▪ Responsibility BU vs HQ ▪ Process benchmarks ▪ Definition new processes ▪ Roll-out new organization ▪ Headcount decisions	100% 75% 50% 50% 50% 25%	✓ Q2 08 Q2 08 Q2 08 Q2 08 Q3 08

3 Strong Profitability Potential

Key Success Drivers - *Operations*

…boosts productivity and efficiency in all plants world-wide…

	Description	To Do's	Status	Target
Plant Optimization	▪ Efficiency and productivity increase in all plants ▪ Footprint optimization ▪ Process and value chain optimization ▪ Process oriented re-locations ▪ Global plant cost benchmarks	▪ Lean production transformation in 2 pilot plants with extern. support	100%	✓
		▪ Lean concept global rollout	25%	Q4 09
		▪ Location decisions Gramtex, Wackersdorf, Langenfeld	100%	✓
		▪ Set-up low-cost location in Serbia (cut & sew)	75%	Q3 08
		▪ Relocation headrests from Greenville (USA) to Mexico	100%	✓
		▪ Relocation driver seats to China	50%	Q3 08
		▪ Relocation driver seats from Turkey to Eastern-Germany	25%	Q4 09

GRAMMER

…reduces material and overhead costs…

	Description	To Do's	Status	Target
Purchasing & Supply Chain Management	▪ Reduction of material costs ▪ Optimization of supply chain ▪ Supplier development and supplier reduction ▪ Purchase Price Controlling ▪ Risk management raw materials	▪ Global commodity strategy with defined supplier base and focus on low cost sources	50%	Q4 09
		▪ Global price benchmarks	75%	Q2 08
		▪ Implementation LPP	100%	✓
		▪ Program Top 150 vendors	75%	Q2 08
		▪ Enhanced VA/VE program	50%	Q2 08
Processes & SG&A Costs	▪ Improve launch and project management ▪ Reduction SG&A expenses	▪ "Get-well-plan" NAFTA	25%	Q3 08
		▪ Quotation and project acquisition process	100%	✓
		▪ Close Budget monitoring	ongoing	✓

Strong Profitability Potential

Key Success Drivers - *Operations*

GRAMMER

...and therefore improves our cost structure and competitiveness significantly.

	Target Headcount Reduction
Plant Optimization	400 direct HC international 92 direct HC Germany
Streamline Organization	138 indirect HC international 150 indirect HC Germany
Total Headcount Savings	492 Direct Employees 288 Indirect Employees **780 Total HC Reduction**

	Target Cost Reduction (Full Year View)
Total Headcount Reduction	25 EUR m.
Purchasing & Processes	10 EUR m. 5 EUR m.
Total Cost Savings	**40 EUR m.**

Strong Profitability Potential

Key Success Drivers – *Product Highlights 2008/2009*

Leading system supplier with highly innovative products

Offroad	▪ Seatcab: Integration of seat & cabin suspension ▪ Growth in high margin service and aftermarket business: New contract with US distribution network ▪ Leading supplier to all major material handling and agricultural OEM's ▪ New orders from Bobcat (USA) and major construction equipment OEM's in Asia.
Truck & Railway	▪ New contract in 2008 to supply driver seats to the biggest Russian truck producer KAMAZ ▪ New seat generation "ECHO" targeted for various model changes 2009/2011 in Europe ▪ Design Award for new premium railway passenger seat. Engineered products to meet customer specs
Automotive	▪ Several new or follow-up orders in premium segment ▪ Acquisition of new business with our crash-active-headrest ▪ Increased center console business

3

Strong Profitability Potential

Key Success Drivers - *Summary*

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Innovation, customer and operational excellence are key focus of management actions

Products	Operations	Customers	Footprint
Innovative and competitive products ▪ Technology ▪ System Supplier ▪ Design ▪ Quality	**Improve costs and competitiveness** ▪ Grammer's fitness program ▪ GPS **G**rammer **P**roduction **S**ystem ▪ GPQ **G**rammer **P**roduces **Q**uality	**Offer customer Best-Cost-Product** ▪ Price ▪ Design ▪ Quality ▪ Logistics	**Increase global footprint** ▪ India ▪ Russia ▪ China ▪ Mexico

Contribution margins | **Operational excellence** | **Customer diversification** | **Globalization**

Profitable Growth

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Profitable Growth

Higher Margins

Higher Value Potential

4

Significant Growth Potential

Grammer to exploit different opportunities for profitable growth

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Grammer's Focused Growth Model

OPPORTUNITIES

Organic Growth

- Innovative new technology & products
- Entry into new growth markets, such as China, Russia, India
- Benefit from stable high growth demand in off-road and the truck segments
- High quality products and delivery performance will boost order base
- Growth in high margin segment service & AM
- Average annual growth rate of 5%

Geographic Footprint

- Facilities in high growth Chinese supplier market
- Ability to serve other Asian markets out of China
- Only global player in truck and off-road seating systems
- Expansion of our presence in the NAFTA region

Industry Consolidation

- World leading manufacturer of seating systems
- Hence well positioned to drive consolidation within offroad and railway sector
- Potential benefits from vertical integration

Significant Growth Potential
Organic Growth

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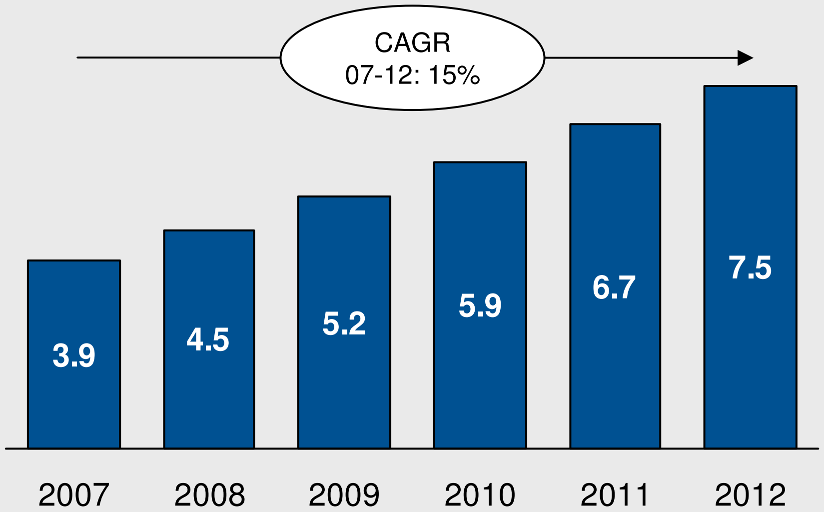
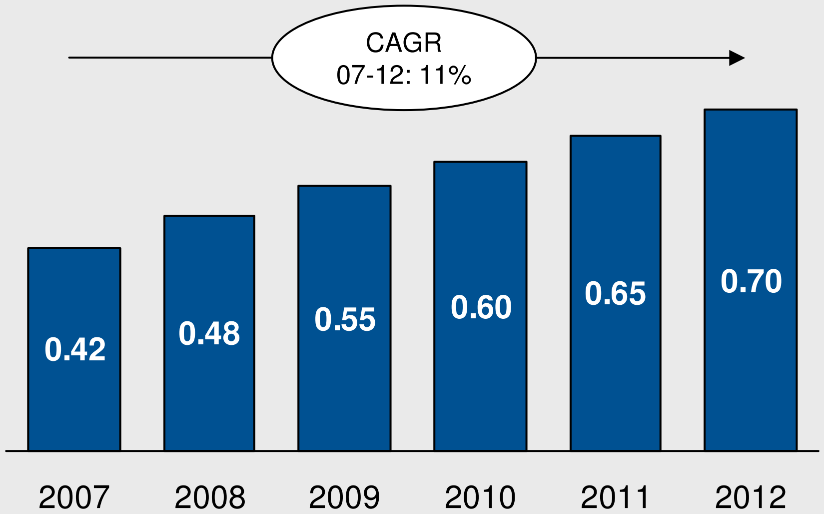
Access to Asian markets and customers key for future growth

Asian/Pacific Heavy Truck Production (million units)



Source: Datamonitor - Asia-Pacific - Medium & Heavy Trucks, Dec 2007

Russian Heavy Truck Production (million units)

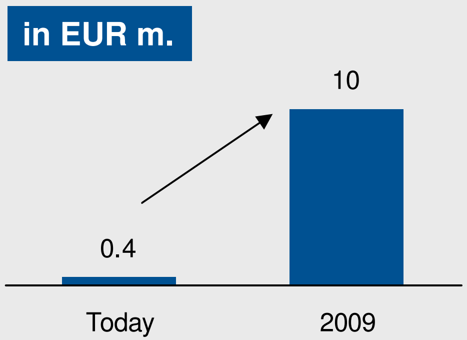


Source: Datamonitor - Russia - Medium & Heavy Trucks, Jan 2008

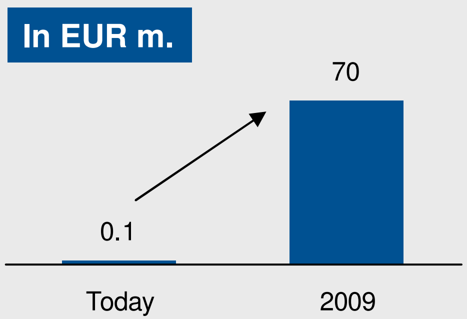
Strong organic growth provided by dynamic truck and offroad segment
Increasing importance of Asia, especially Russian and Indian truck and offroad markets

Asia Strategy: We are well positioned for future growth in Asia

Target Sales in Russia Truck



Target Sales in India - Seating



Strategic Options in Asia

- Localization & market entry Russia in Truck segment
- Market entry India with local JV and/or acquisition in offroad and truck segment
- Offroad production-hub for Asian markets in Tianjin
- Business plan Truck-China initiated

Recent Success in Asia

Country	Customer	Segment
China	Forklift-Seats	Offroad
South Korea	Driver-Seats	Bus
Russia	Kamaz	Truck
China	GM	Automotive

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Grammer seeking active role in industry consolidation

- Interior component system has a relatively concentrated supplier base
- Seating segment is still relatively fragmented providing further consolidation opportunities

- Leverage on its **strong market positions** to actively drive consolidation
- **Identified a number of expansion opportunities** in interior and seating systems
- Identified **several opportunities along the value chain** in Automotive sector
- **Ability to achieve significant synergies** through optimization and co-operation with local partners
- **Solid joint-venture relationships** in both emerging and established markets

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Profitable Growth

Higher Margins

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Experienced Management Team

Shareholder Value Focus

GRAMMER

New Management is strongly committed to increase shareholder value

Name:	Dr. Rolf-Dieter Kempis
Position:	CEO
Age:	54
With Grammer since:	2007

Name:	Alois Ponnath
Position:	CFO
Age:	50
With Grammer since:	1991

Name:	Hartmut Müller
Position:	Seating Systems
Age:	45
With Grammer since:	2007

- Compensation package for management team includes both fixed and variable components
- Variable component payable only upon reaching pre-defined targets for value drivers
  - ROCE > WACC
  - Sales growth vs. last year
- Therefore, management team incentivised and aligned with shareholder interests towards value creation

Grammer Management has the right mix between outside perspective, industry experience and continuity

Grammer - Key Financials

GRAMMER: Key Financials 2007

Sales

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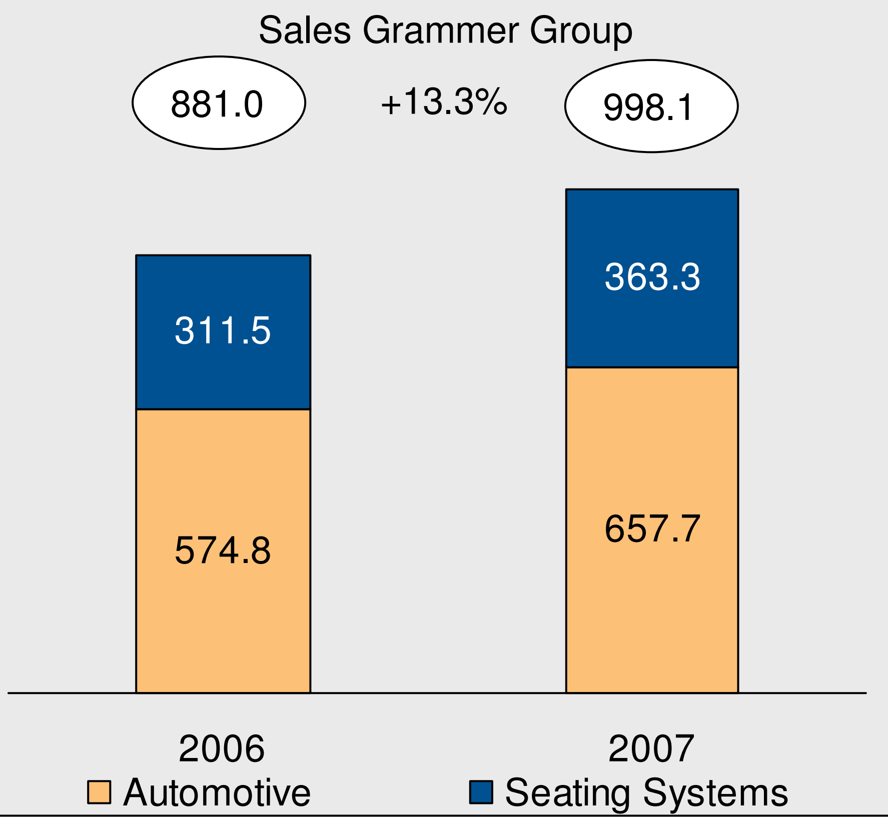
Sales by Division [EUR m.]



Key Sales Development 2006 - 2007

AUTOMOTIVE

+
- Strong demand in export and premium segments
- BMW USA (new X5 and 5-series)
- Daimler C-Class
- FAW-China (Passat -Transfer from Germany)

-
- Audi A4 phase-out
- Weak US-Dollar

SEATING SYSTEMS

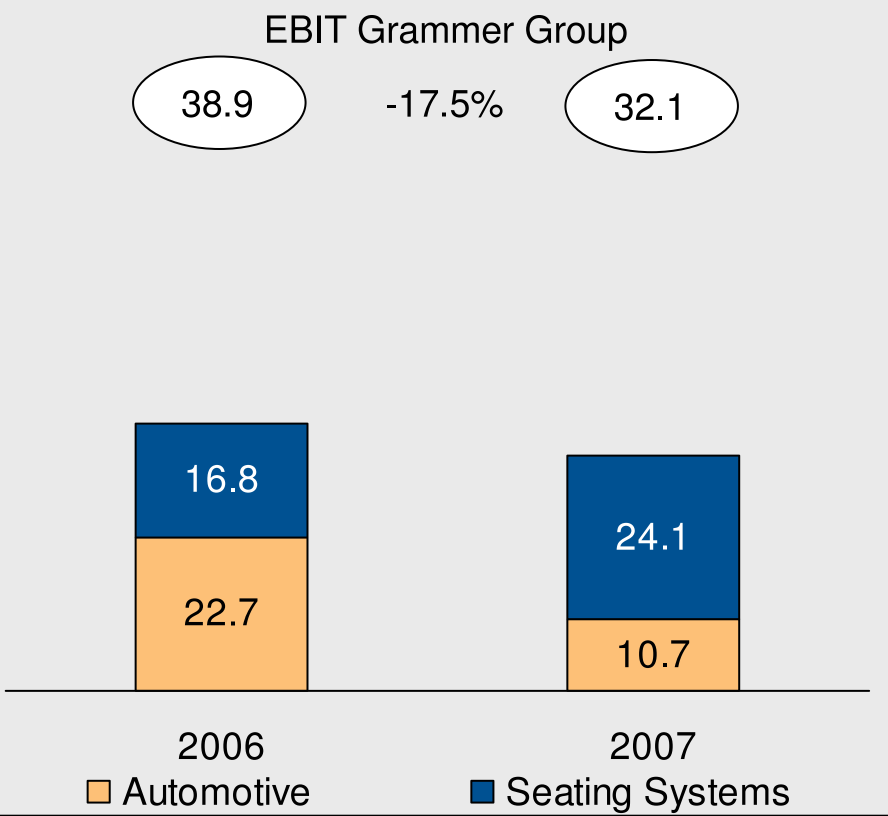
+
- Strong orders in offroad and truck segment
- Truck Brazil (VW)
- Railway Europe (Bombardier)

-
- Weak truck market in the US due to new emissions regulations
- Lower revenue due to sale of bus passenger seats Europe

Notes: 3rd party sales Grammer Group = Total sales automotive + seating systems less consolidation of internal sales
EBIT Grammer Group = EBIT divisions less operational result overhead functions

GRAMMER: Key Financials 2007
EBIT

EBIT by Division [EUR m.]	Key EBIT Development 2006 to 2007



EBIT Margin in % of sales

2006		2007
4.4%	Group	3.2%
5.4%	Seating	6.6%
3.9%	Automotive	1.6%

Grammer Group

+

- Positive volume and mix impacts from higher sales of seating systems segment
- Margin improvement seating systems

-

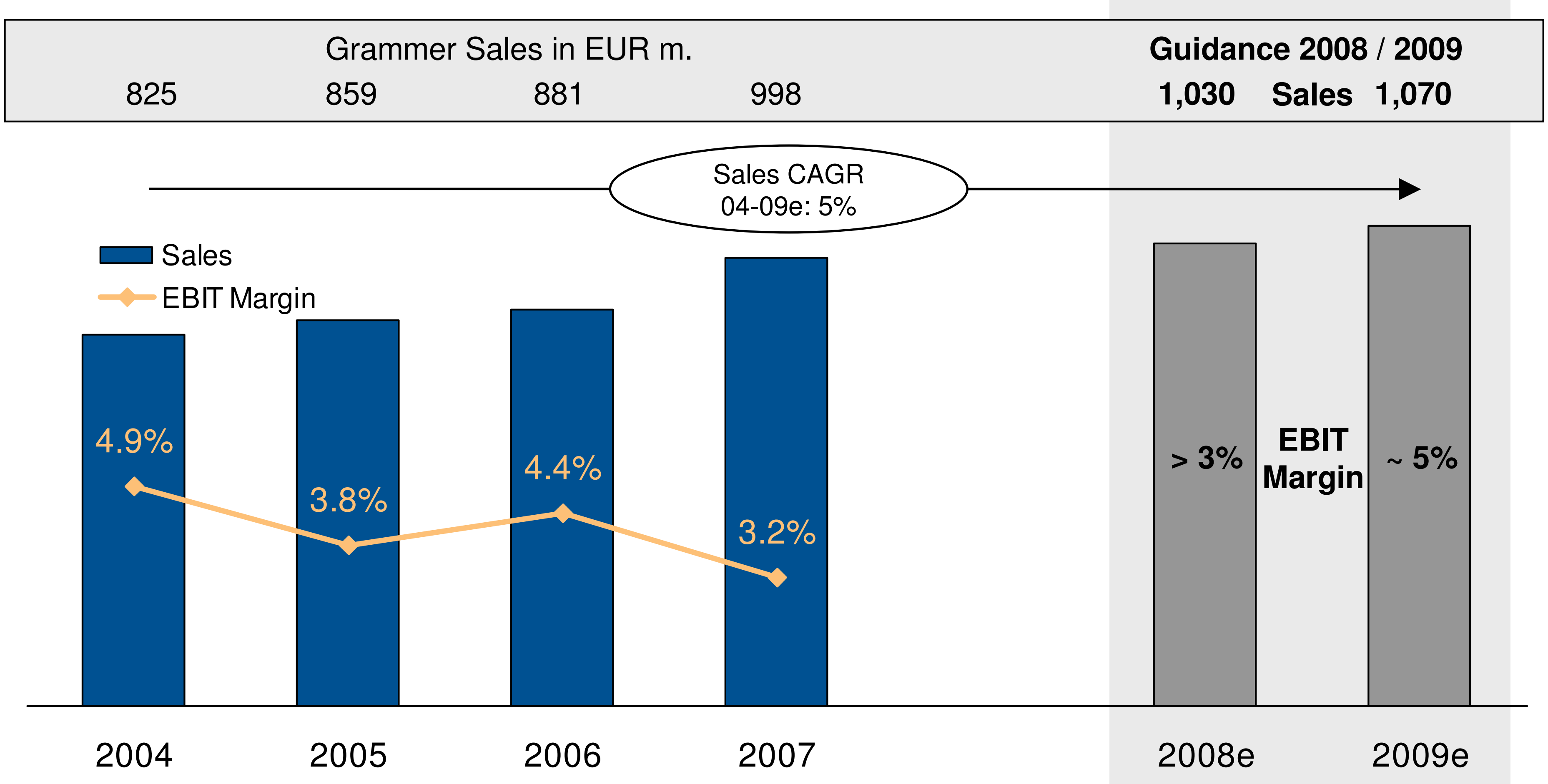
- Higher raw material costs
- Weak US-Dollar
- Labour and infrastructure cost increases of Eastern European locations
- Non-recurring expenses
- Start-up costs USA

Notes: 3rd party sales Grammer Group = Total sales automotive + seating systems less consolidation of internal sales
EBIT Grammer Group = EBIT divisions less operational result overhead functions

GRAMMER: Well Positioned for Profitable Growth

Sales and EBIT-Margin Development 2004 – 2009e

Strong sales development with an average growth of +5% per year



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Ralf Hoppe (38), Vice President Investor Relations

- Before joining Grammer in February 2008, Mr. Hoppe was heading the Automotive Controlling of Schaeffler Canada Inc. in Stratford, Ontario, Canada
- Member of the FAG defence team during the takeover offer of the private INA Group in Sep. 2001
- Degree in business management and administration from university of applied sciences in Würzburg

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Backup

GRAMMER: Key Financials 2007

Highlights (1)

Income Statement

in EUR m.	2007	2006	Change in %
Revenue	998.1	881.0	13.3%
EBITDA	55.6	62.6	-11.2%
EBITDA Margin	5.6%	7.1%	-1.5%-points
EBIT	32.1	38.9	-17.4%
EBIT Margin	3.2%	4.4%	-1.2%-points
Net Profit	17.6	21.3	-17.6%
EPS [in EUR]	1.72	2.09	-17.7%

Balance Sheet

in EUR m.	2007	2006	Change in %
Balance Sheet Total	497.5	476.6	4.4%
Equity	184.7	174.8	5.7%
Equity Ratio	37.1%	36.7%	0.4%-points
Net Debt	69.9	57.9	20.8%
Gearing	37.9%	33.1%	4.7%-points

GRAMMER: Key Financials 2007

Highlights (2)

Key Figures

	2007	2006	Change in %
ROCE in %	8.2%	9.1%	-0.9%-points
Operative Cash-Flow	38.5	29.7	29.6%
Free Cash-Flow	-2.0	-2.3	---
Capex	34.6	32.1	8.0%
Depreciation	23.5	23.7	-0.9%
Employees (Yearly ave.)	9,326	8,610	8.3%
Employees (Yearend)	9,527	8,925	6.7%