



Deutsches Eigenkapitalforum online

Ursensollen, November 16, 2020



GRAMMER AT A GLANCE

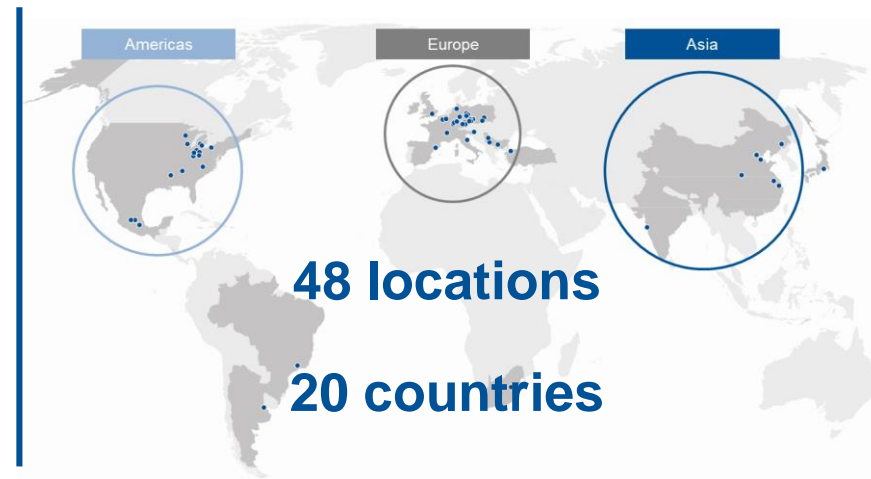
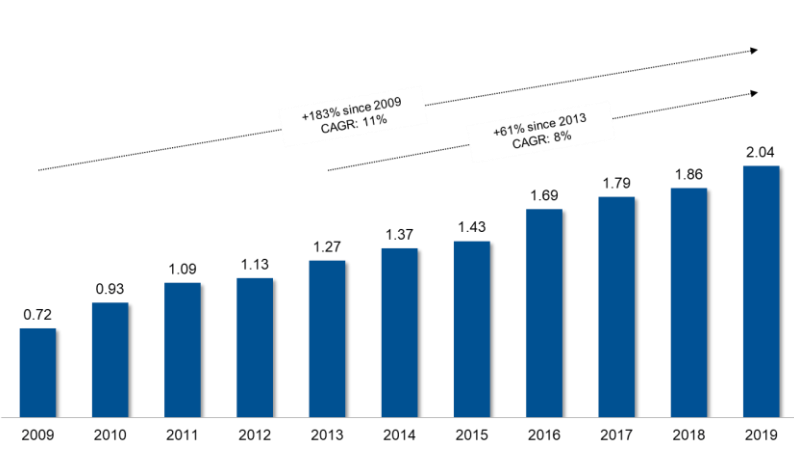
FAST FACTS AS OF 2019



2,0~ billion EUR Revenue



15,000~ Employees



*Annual Report 2019

Trendsetter in ergonomics, comfort and safety

Leading manufacturer of seating systems and interior components

Well-known global brand for innovation, design, quality and ergonomics

BUSINESS ENVIRONMENT BEFORE CORONA CRISIS

IN MARKETS RELEVANT FOR GRAMMER

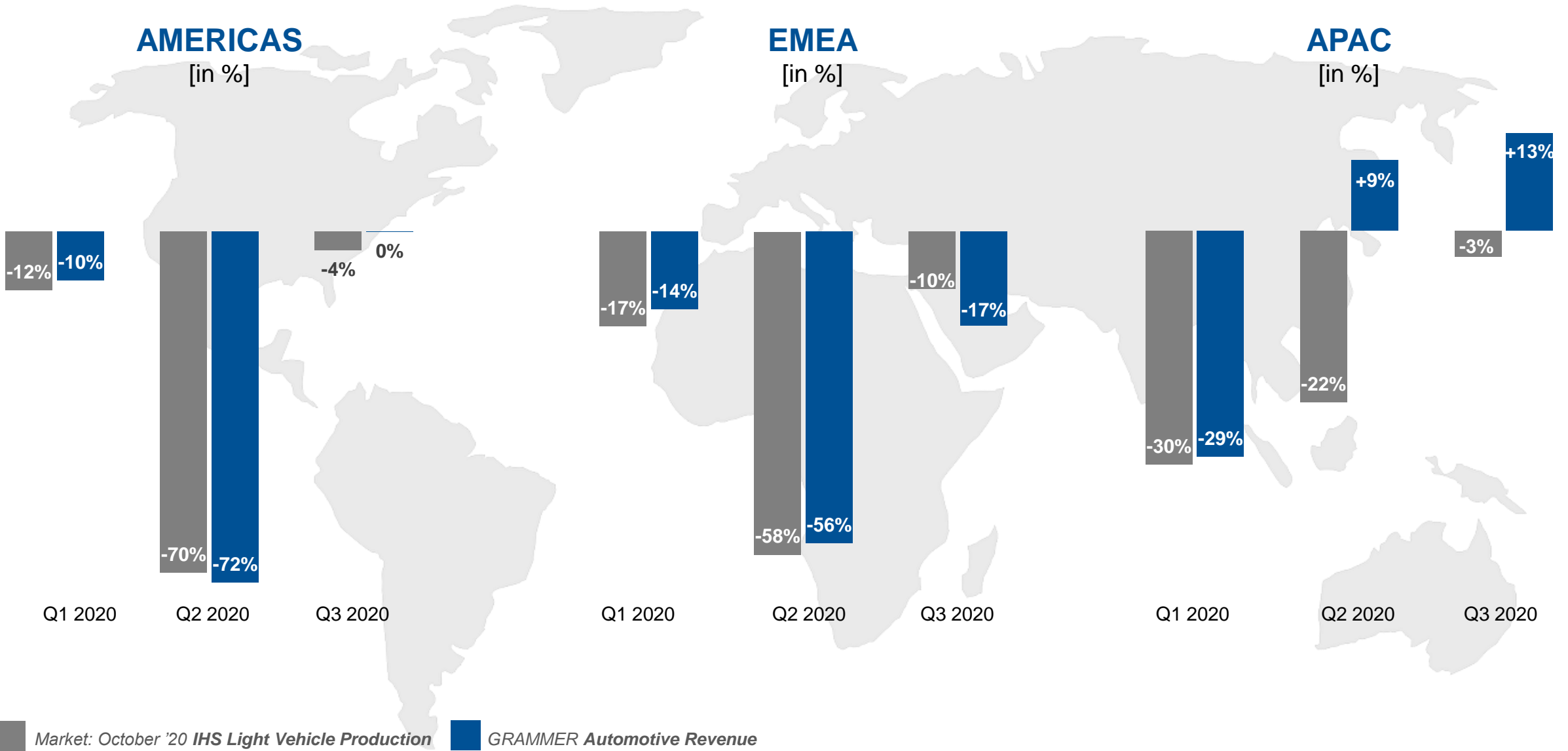


DISRUPTION AND COOL DOWN

- Geopolitical tensions
- Brexit & trade conflict
- Megatrends drive changes in automotive industry

MARKET DEVELOPMENT LIGHT VEHICLES

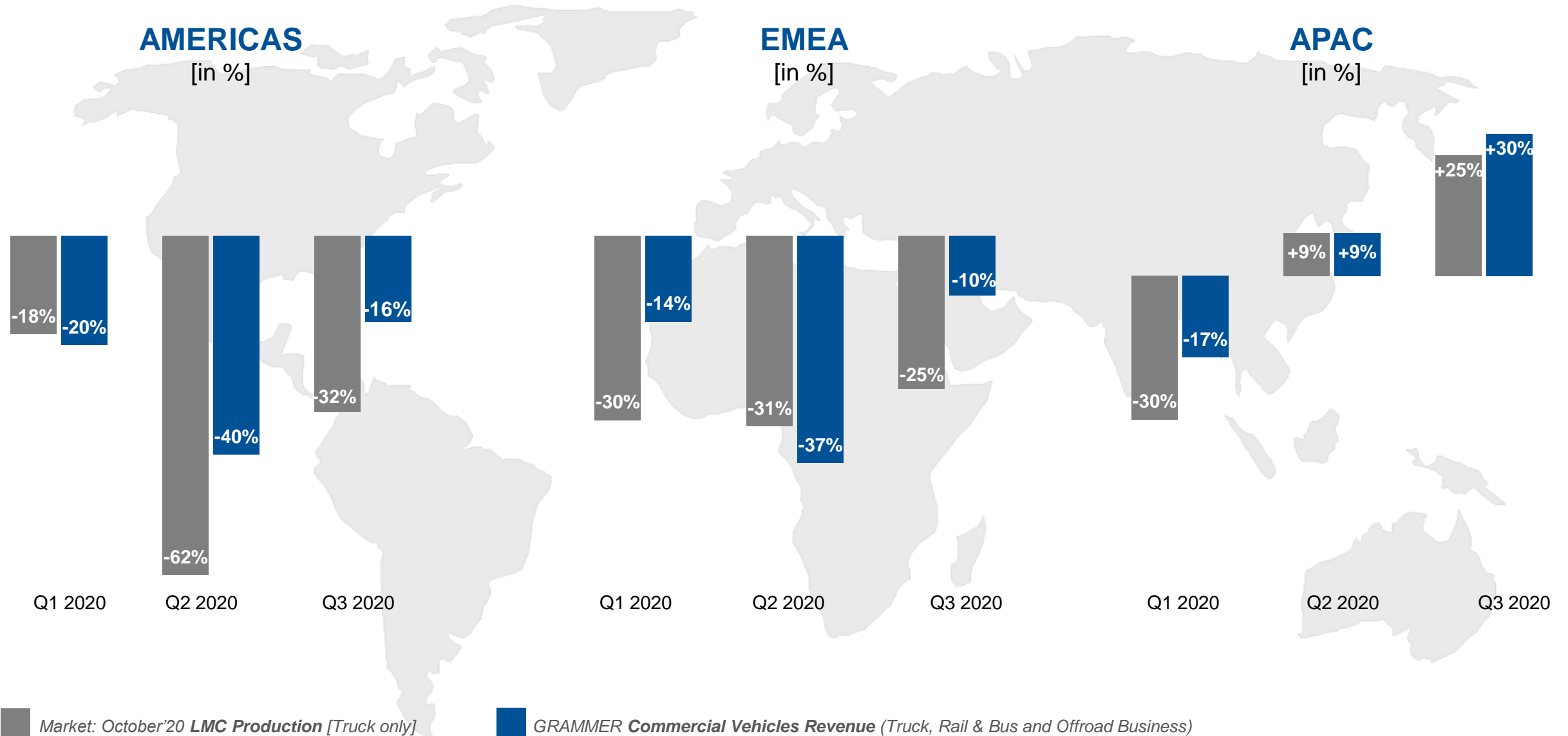
GRAMMER IN LINE WITH MARKET TRENDS IN ALL REGIONS – STRONG PERFORMANCE IN APAC



Market: October '20 IHS Light Vehicle Production GRAMMER Automotive Revenue

MARKET DEVELOPMENT COMMERCIAL VEHICLES

GRAMMER OUTPERFORMS MARKETS GLOBALLY



Market: October'20 LMC Production [Truck only]

GRAMMER Commercial Vehicles Revenue (Truck, Rail & Bus and Offroad Business)

COVID-19-PANDEMIC – TREMENDOUS TASKS

COMPREHENSIVE MANAGEMENT MEASURES



CHALLENGES

COVID-19 PANDEMIC

- Declining sales markets
- Interrupted supply chains
- Temporary plant closures

People Management	Health and Safety measures Number of employees adapted to reduced workload Short-term adjustment of personnel costs	Maintaining the ability to react fast
Cash Management	Tightened working capital management Investments focused on key projects to secure launches and future business	Ongoing
Cost Management	Tight expense management in all categories	Ongoing
Funding Management	Increase of the existing syndicated loan by EUR 235 million with a new Tranche C	

TARGETS

PROTECTION OF OUR EMPLOYEES

SAFEGUARD LIQUIDITY AND EARNINGS

UPDATE ON EFFICIENCY ENHANCEMENT PROGRAM

ONGOING ACTIVITIES TO STRENGTHEN LONG-TERM COMPETITIVENESS



CHALLENGES

COVID-19 PANDEMIC

**REDUCED DEMANDS
IN THE AUTOMOTIVE
AND COMMERCIAL
VEHICLES MARKETS**

ACT CONSISTENTLY – NEW POSITIONING

New organizational structure	Focus on regional empowerment to promote agility and flexibility	Ongoing
Headcount reduction	Reduction of around 300 indirect positions in Germany by mid 2021	Ongoing & preparation for additional measures
Operational Excellence and Digitalization	Optimization of core processes and systems in terms of effectiveness and efficiency	Ongoing
Consolidation of production footprint	Footprint optimization by closing of 3 production sites in Europe and consolidation measures in Americas	Ongoing & preparation for additional measures

TARGETS

PROTECTION OF
OUR EMPLOYEES

SAFEGUARD EARNINGS
AND LIQUIDITY

**IMPROVE LONG-TERM
COMPETITIVENESS**

**LOWER STRUCTURAL
COSTS**

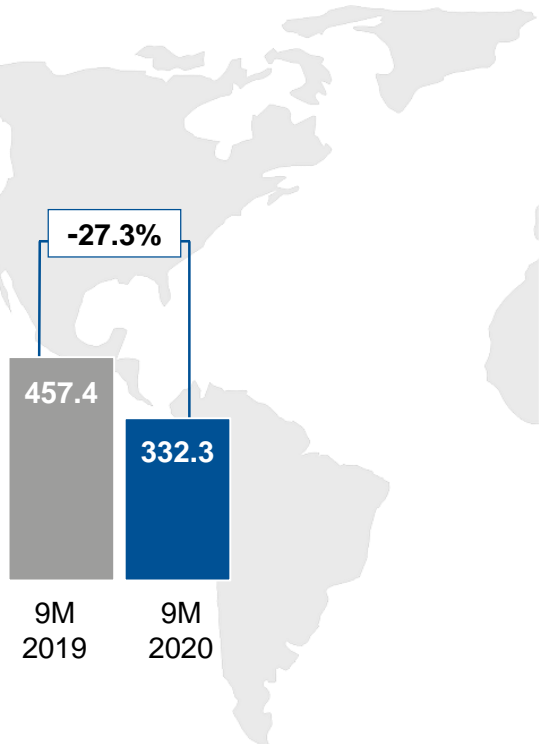
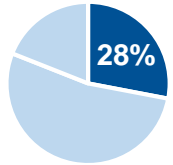
9M REVENUE BY REGION AND SEGMENT

IMPACT BY COVID-19, STRONG RECOVERY IN EMEA AND AMERICAS IN Q3



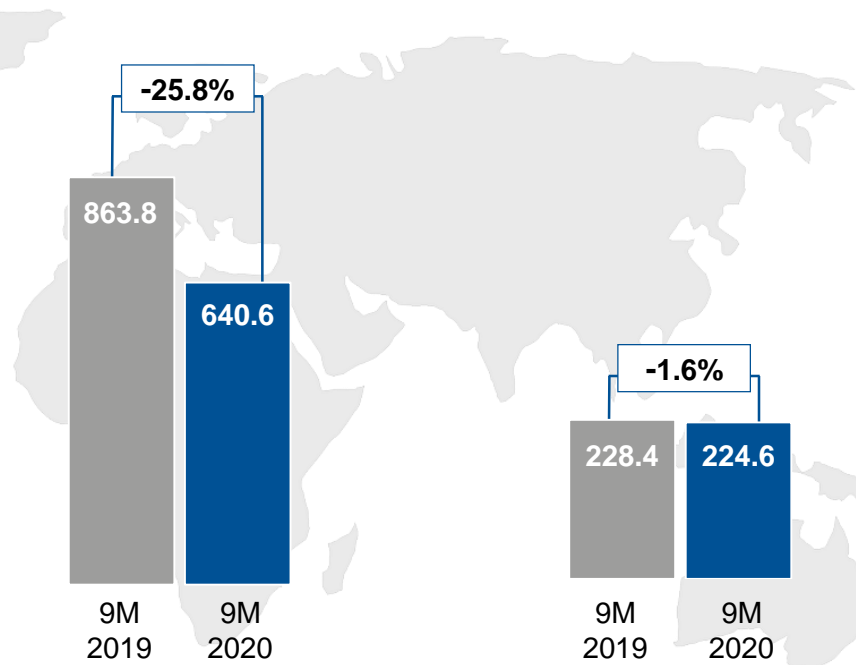
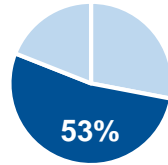
AMERICAS

[in m. €]



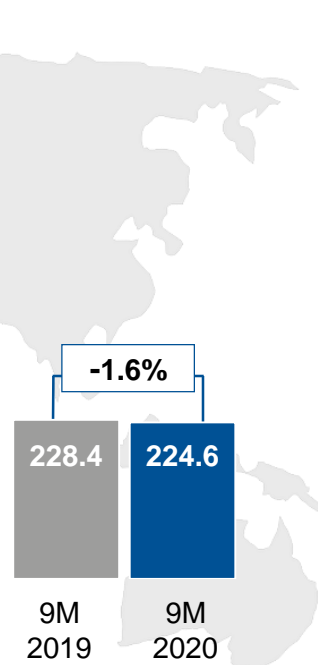
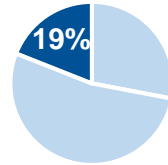
EMEA

[in m. €]



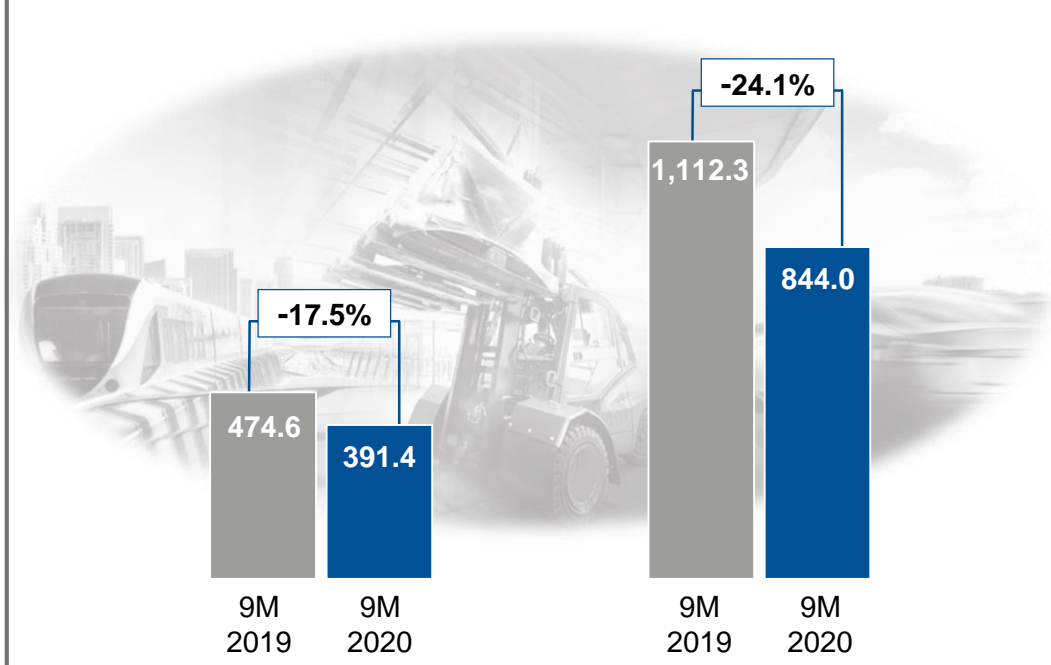
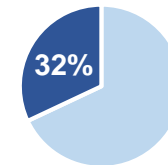
APAC

[in m. €]



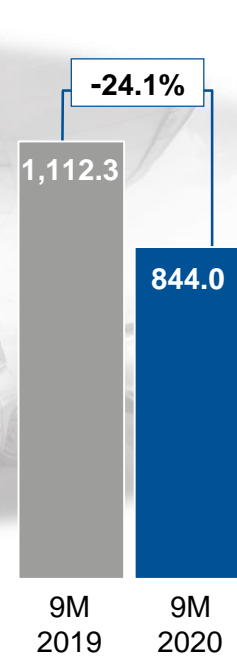
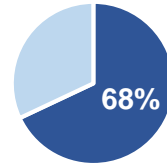
COMMERCIAL VEHICLES

[in m. €]



AUTOMOTIVE

[in m. €]





REVENUE

[in m. €]

461.7



OPERATING EBIT

[in m. €]

22.4



OPERATING EBIT

[in %]

4.9



EMPLOYEES

[reporting date, without temps]

14.264



INVESTMENTS

[in m. €]

17



FREE CASHFLOW

[in m. €]

16.4

SUMMARY 9M 2020

ENCOURAGING COME BACK AFTER A HEAVY PANDEMIC CRISIS



Market recovery in Q3 after huge COVID-19 impact in H1 2020

Q3 revenue reached EUR 461.7 million, (only 7.3% down) compared to the -30% drop in H1

Double-digit growth in APAC region, recovery in EMEA and Americas

9M EBIT strongly impacted by COVID-19, special effects and provisions for restructuring

Q3 operating EBIT margin of around 5% as result of successful crisis management

Long-term Group financing secured

WINNING STRATEGY TO RECOVER AND GROW

GRAMMER AG



THREE MAIN GOALS

- Regional strength
- Broad customer base
- Enhanced product portfolio

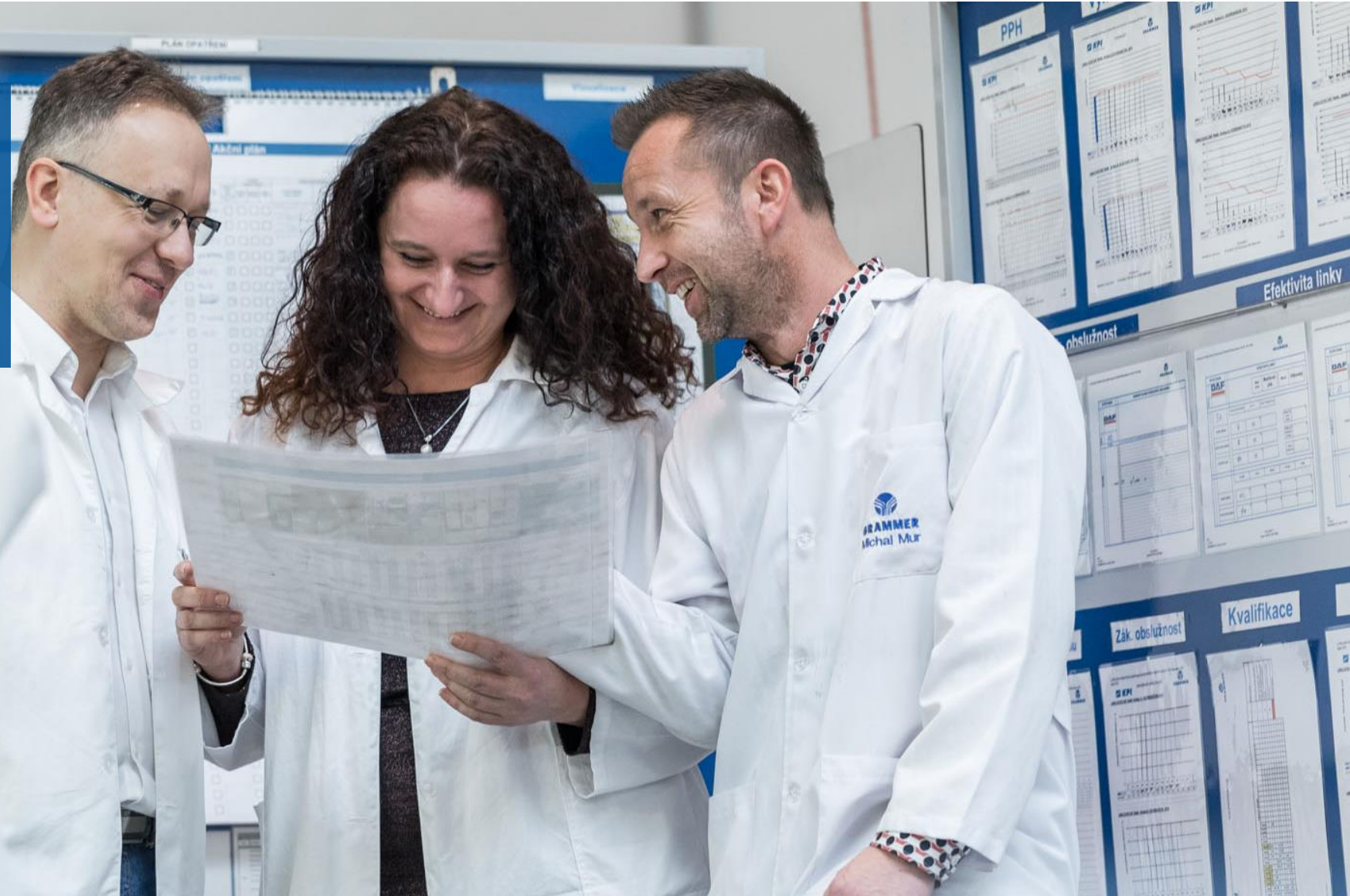
STRONG CULTURE TO SUPPORT STRATEGY EXECUTION

OUR WAY OF WORKING



WoW@GRAMMER

- Involvement & Collaboration
- Open Communication
- Empowerment



NEW REGIONAL ORGANIZATION

WINNING STRATEGY TO RECOVER AND GROW | REGIONAL STRENGTH



LOCAL EMPOWERMENT

- For optimization of footprint and resource management
- For product adaptations and customer care



GROWTH IN NEW MARKETS

WINNING STRATEGY TO RECOVER AND GROW | BROAD CUSTOMER BASE



EXCITE EXISTING AND WIN NEW CUSTOMERS

with innovation, quality and sustainability in both segments. Growing market shares in Americas and especially APAC.



GROWTH WITH NEW PRODUCTS

WINNING STRATEGY TO RECOVER AND GROW | ENHANCED PRODUCT PORTFOLIO



INNOVATE THE INTERIOR

Shaping the mobile workplace of commercial vehicles with ergonomics, comfort and style.



RE-ENTRY INTO THE BUS BUSINESS

WINNING STRATEGY TO RECOVER AND GROW | ENHANCED PRODUCT PORTFOLIO



NEW SEAT-SERIES FOR URBAN MOBILITY

- Modern lightweight construction
- Safety and comfort
- Energy saving and environmental protection



GROWTH WITH NEW PRODUCTS

WINNING STRATEGY TO RECOVER AND GROW | ENHANCED PRODUCT PORTFOLIO



PURE – FREEDOM TO MOVE

- Trend towards more individuality
- Modular and adjustable interior elements
- Functional and lightweight materials
- Motion sickness |



OUR MISSION AND VISION

At GRAMMER we are passionate about trend-setting solutions for the world #ONTHEMOVE.

We take care of our values, employees and customers striving for profitable growth and strong value generation.



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Back-up Information



GRAMMER GROUP OUTLOOK

GUIDANCE STILL SUSPENDED DUE TO UNCERTAINTIES RESULTING FROM COVID-19 PANDEMIC



In view of the extremely dynamic development and the associated uncertainties arising from the COVID-19 pandemic and its economic fallout, no reliable forecast of the development in the fourth quarter of 2020 is possible.

GRAMMER expects sales and operating profit for the full year 2020 to be significantly below the level of the previous year.



<i>[IFRS, in € million]</i>	1-9 2020	1-9 2019	Q3 - 2020	Q3 - 2019	Chg.
Group Revenue	1,197.5	1,549.6	461.7	498.1	-7.3 %
EBITDA	17.2	124.6	27.6	33.3	-17.1%
EBITDA Margin in %	1.4	8.0	6.0	6.7	-0.7 %-points
EBIT	-47.2	61.9	5.8	11.7	-50.5 %
EBIT Margin in %	-3.9	4.0	1.3	2.3	-1.0 %-points
Operating EBIT	-23,3	59.2	22.4	9.1	146.5 %
Operating EBIT Margin in %	-1.9	3.8	4.9	1.8	3.1 %-points
Net Profit	-58.5	28.4	0.7	0.8	-12.5 %
EPS in €	-4.77	2.31	0.06	0.06	0.0 %
Total Assets	1,404.2	1,449.9	1,404.2	1,449.9	-3.2 %
Equity	275.0	327.0	275.0	327.0	-15.9 %
Equity-Ratio in %	19.6	22.6	19.6	22.6	-3.0 %-points
Net Financial Debt	383.9	339.9	383.9	339.9	12.9 %
Gearing Ratio in %	139.6	103.9	139.6	103.9	35.7 %-points
Capex (w/o M&A & financial assets)	48.8	89.3	17.0	33.3	-49.0 %
Depreciation	64.4	62.7	21.8	21.6	1.0 %
Employees (average)	14,264	14,942	14,264	14,942	-4.5 %