



**5 FOR 5
IN 2025**

Financial Results H1 2023

August 14, 2023



GRAMMER Group's H1 2023 at a glance

H1 2023

KPIs H1 2023

Group revenue [in EUR million]

1,172.6

EBIT [in EUR million]

18.5

Operating EBIT [in EUR million]

26.9

Operating EBIT margin

2.3%

Free Cashflow [in EUR million]

-2.3

H1 2022

1,034.6

-12.5

-12.3

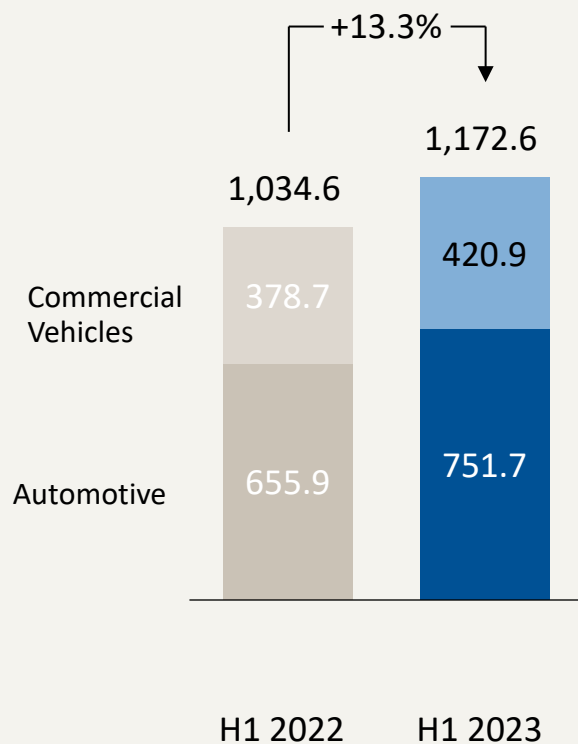
-1.2%

-45.2

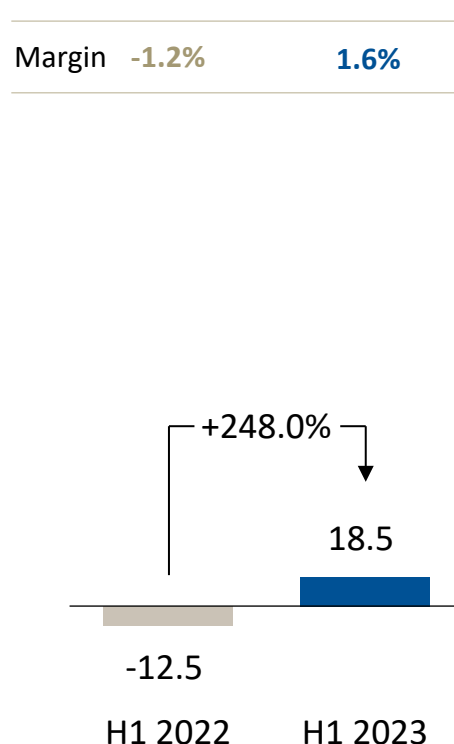
- Positive revenue development in particular due to market performance in APAC and EMEA as well as in both divisions
- FX adjusted revenue also above the previous year's figure
- Strongly improved operating EBIT compared to the previous year
- APAC recovered in the current year from the burdens of the COVID-19-related lockdowns in China last year – EMEA and AMERICAS also with improved earning contributions

Group Revenue / EBIT / operating EBIT GRAMMER (H1 2023)

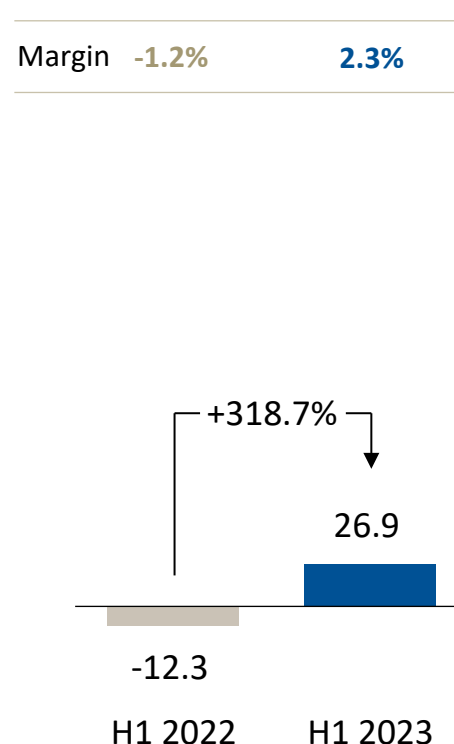
REVENUE [in EUR million]



EBIT [in EUR million and %]



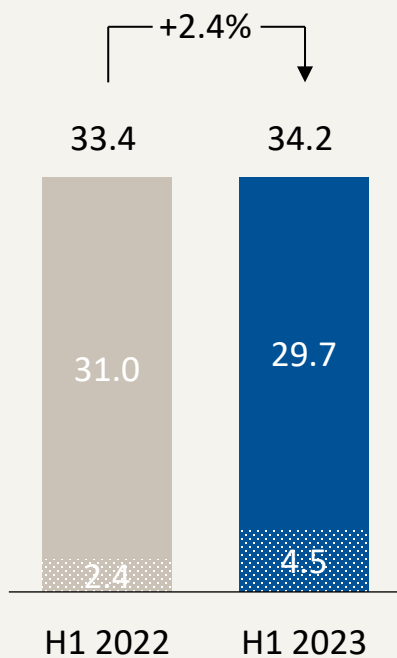
OPERATING EBIT [in EUR million and %]



- FX adjusted revenue at EUR 1,188.3 million, (+14.9%)
 - Automotive EUR 756.4 million (+15.3%)
 - Commercial Vehicles EUR 431.9 million (+14.0%)
- Operating EBIT adjusted for:
 - EUR 3.0 million restructuring costs in AMERICAS
 - EUR 5.4 million negative currency effects

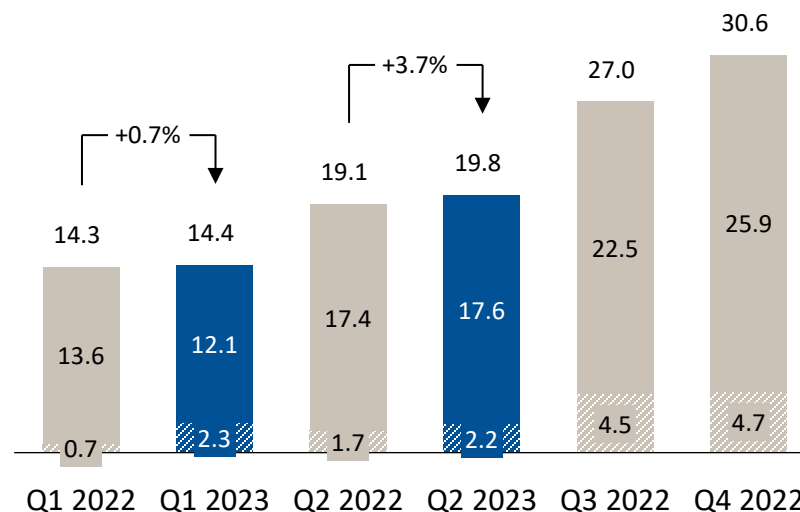
Capital Expenditure (H1 2023)

CAPITAL EXPENDITURE [in EUR million]



 IFRS 16

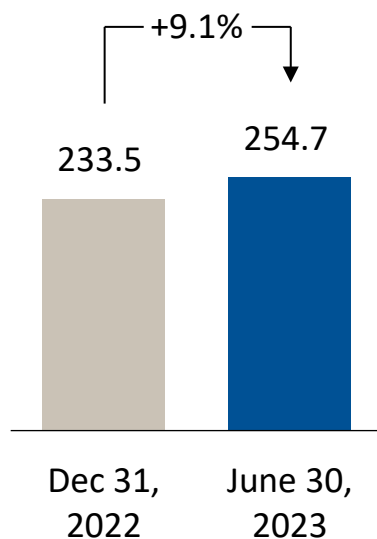
BY QUARTER [in EUR million]



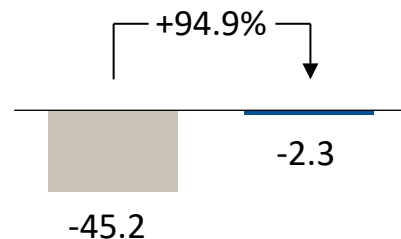
- Investments in new launches, replacements of machinery and the development of a new seat generation in CV
- **EMEA** still with highest portion of EUR 11.5 million for launching new products (i.e. new Console)
- **APAC** EUR 8.2 million, mainly for a painting line in Ningbo and new projects with local customers in Hefei
- **AMERICAS** EUR 9.0 million, equipment for CV seat production in Delphos, launching a new Console in Mexican facility

Working Capital, Free Cash flow and net debt

WORKING CAPITAL
[in EUR million]



FREE CASHFLOW
[in EUR million]



H1 2022 H1 2023

NET DEBT
[in EUR million]

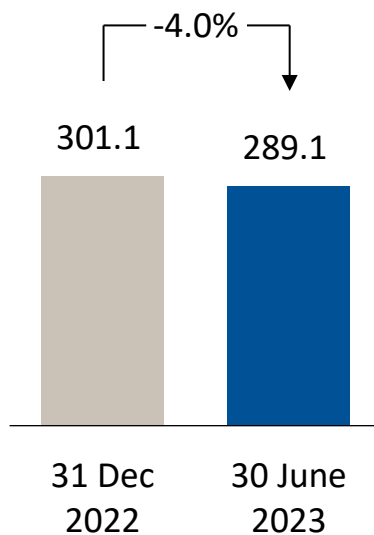


- Working Capital increased to EUR 254.7 million – trade accounts receivables increased in line with revenue development
- Improved earnings before taxes and decrease in inventories led to an improvement in free cash flow, which was only slightly negative as of the reporting date
- Only slight increase of Net Debt in course of H1

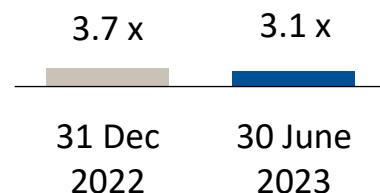
Equity, leverage and gearing

EQUITY [in EUR million and %]

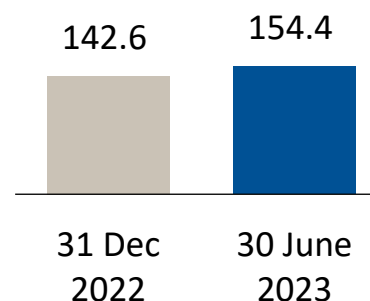
Ratio	20.8%	20.0%
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LEVERAGE



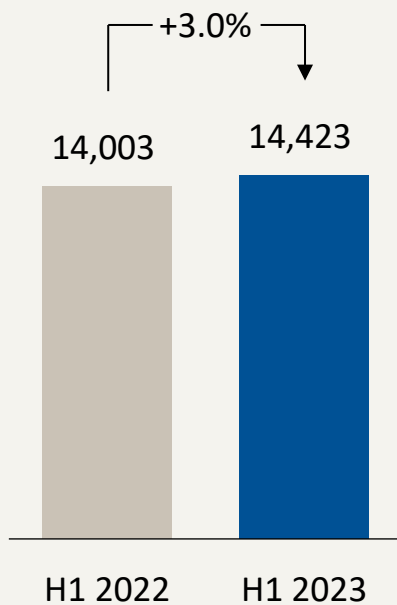
GEARING [in %]



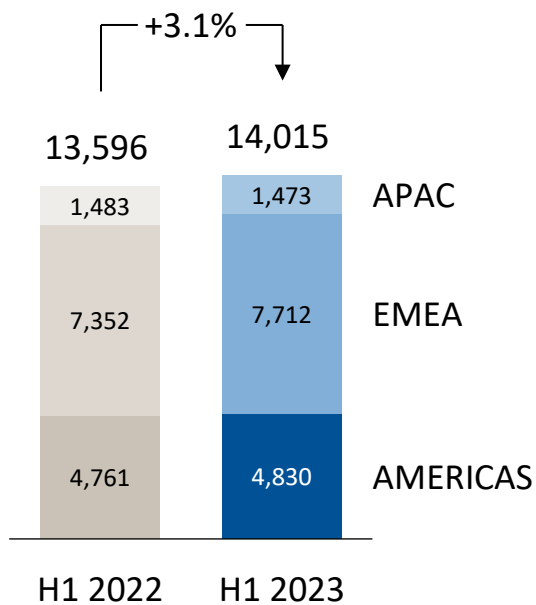
- Slight decrease in equity due to
 - Net profit EUR -0.3 million
 - Other comprehensive income EUR -11.0 million (foreign currency conversion EUR -10.0 million)
- Improved Leverage due to increased EBITDA LTM from EUR 117.4 million to EUR 146.3 million
- Gearing slightly higher

Employees (H1 2023)

EMPLOYEES
[Average; without temporary workers]



BY REGION
[Average; without temporary workers]*

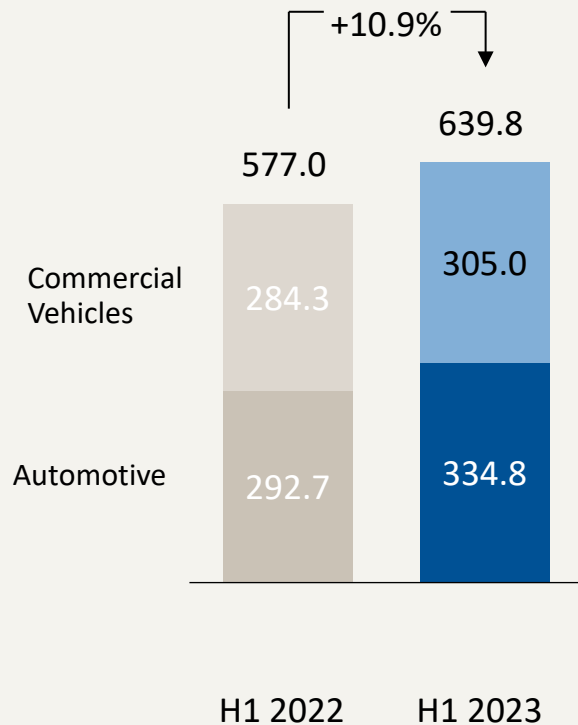


*Central Services:
H1 2022: 407
H1 2023: 408

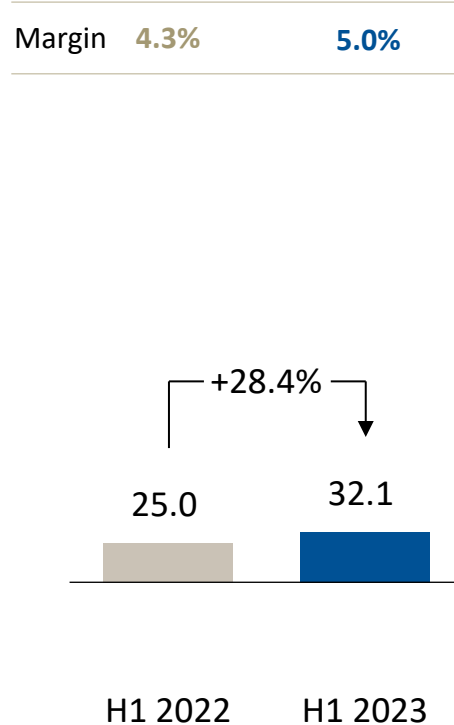
- **AMERICAS +1.4%**
Mainly in Mexico due to new product launches
- **EMEA +4.9%**
Mainly in Best Cost Countries; volume increase in both CV and Automotive
- **APAC -0.7%**
Volume increase managed by temporary workers

EMEA Revenue / EBIT / operating EBIT GRAMMER (H1 2023)

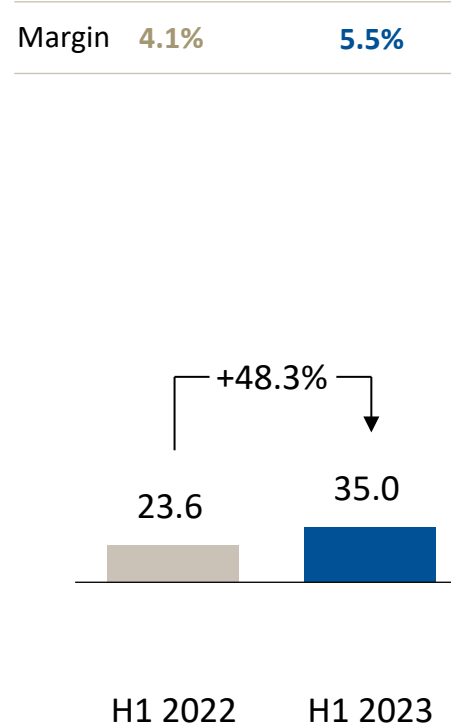
REVENUE
[in EUR million]



EBIT
[in EUR million and %]



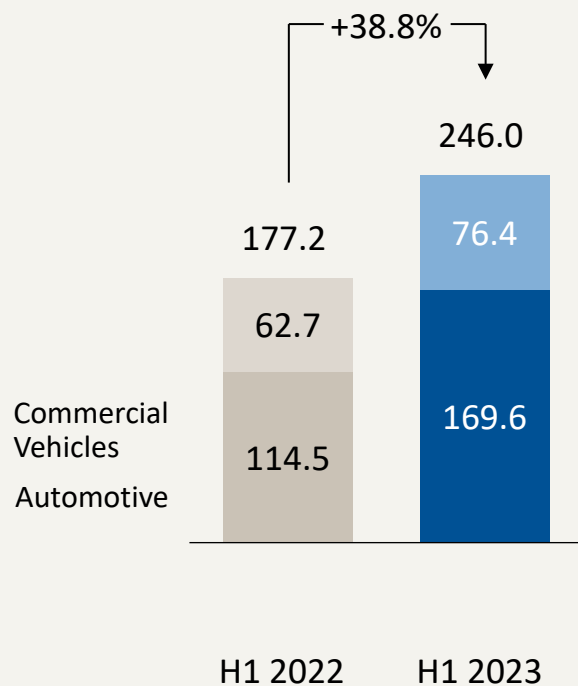
OPERATING EBIT
[in EUR million and %]



- FX adjusted revenue at EUR 641.3 million, (+11.1%)
 - Automotive EUR 331.6 million (+13.3%)
 - Commercial Vehicles EUR 309.7 million (+8.9%)
- Operating EBIT adjusted for:
 - EUR 2.9 million negative currency effects

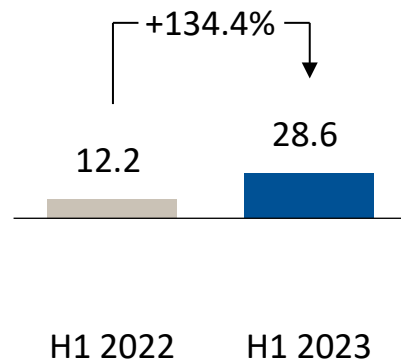
APAC Revenue / EBIT / operating EBIT GRAMMER (H1 2023)

REVENUE
[in EUR million]



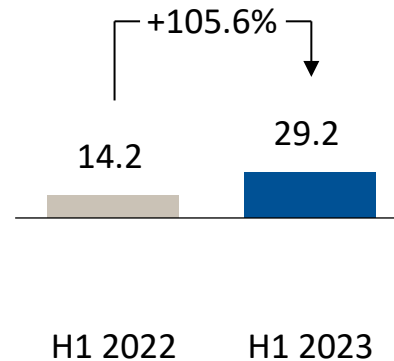
EBIT
[in EUR million and %]

Margin **6.9%** **11.6%**



OPERATING EBIT
[in EUR million and %]

Marge **8.0%** **11.9%**

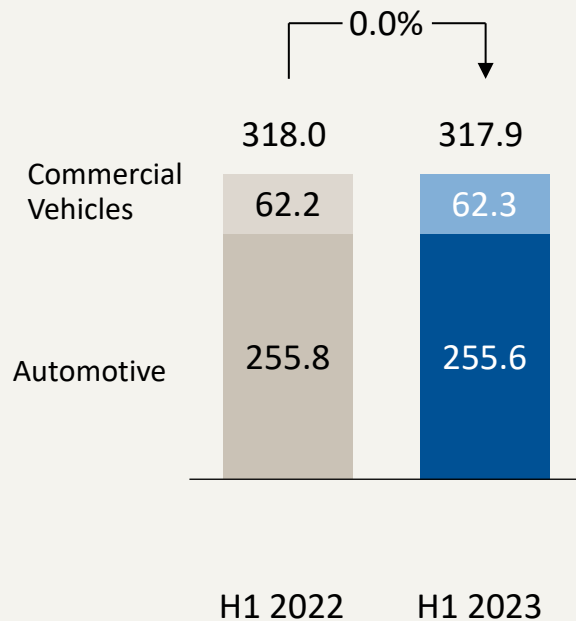


- FX adjusted revenue at EUR 262.1 million, (+47.9%)
 - Automotive EUR 180.3 million (+57.5%)
 - Commercial Vehicles EUR 81.8 million (+30.5%)
- Operating EBIT adjusted for:
 - EUR 0.6 million negative currency effects

AMERICAS Revenue / EBIT / operating EBIT GRAMMER (H1 2023)

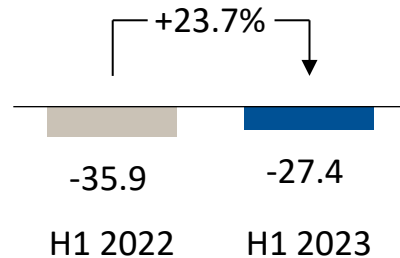


REVENUE [in EUR million]



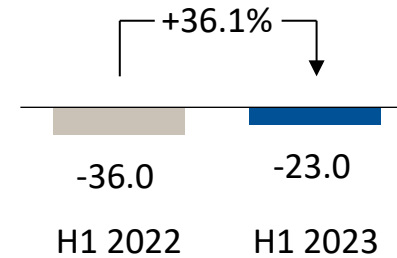
EBIT [in EUR million and %]

Margin **-11.3%** **-8.6%**



OPERATING EBIT [in EUR million and %]

Marge **-11.3%** **-7.2%**



- FX adjusted revenue at EUR 316.7 million, (-0.4%)
 - Automotive EUR 252.7 million (-1.2%)
 - Commercial Vehicles EUR 64.0 million (+2.9%)
- Operating EBIT adjusted for:
 - EUR 3.0 million restructuring costs in the AMERICAS region
 - EUR 1.4 million negative currency effects
- „Path2Profitability“ (P2P) measures ongoing

OUTLOOK

2023

August 14, 2023



Outlook 2023: Stable revenue and strong earnings growth

Revenue

Stable **revenue** to around EUR 2.2 billion
(2022: EUR 2.2 billion)

Operating EBIT

Operating EBIT doubles to around
EUR 70 million
(2022: EUR 35.5 million)



Key lever for increasing EBIT
from P2P AMERICAS project

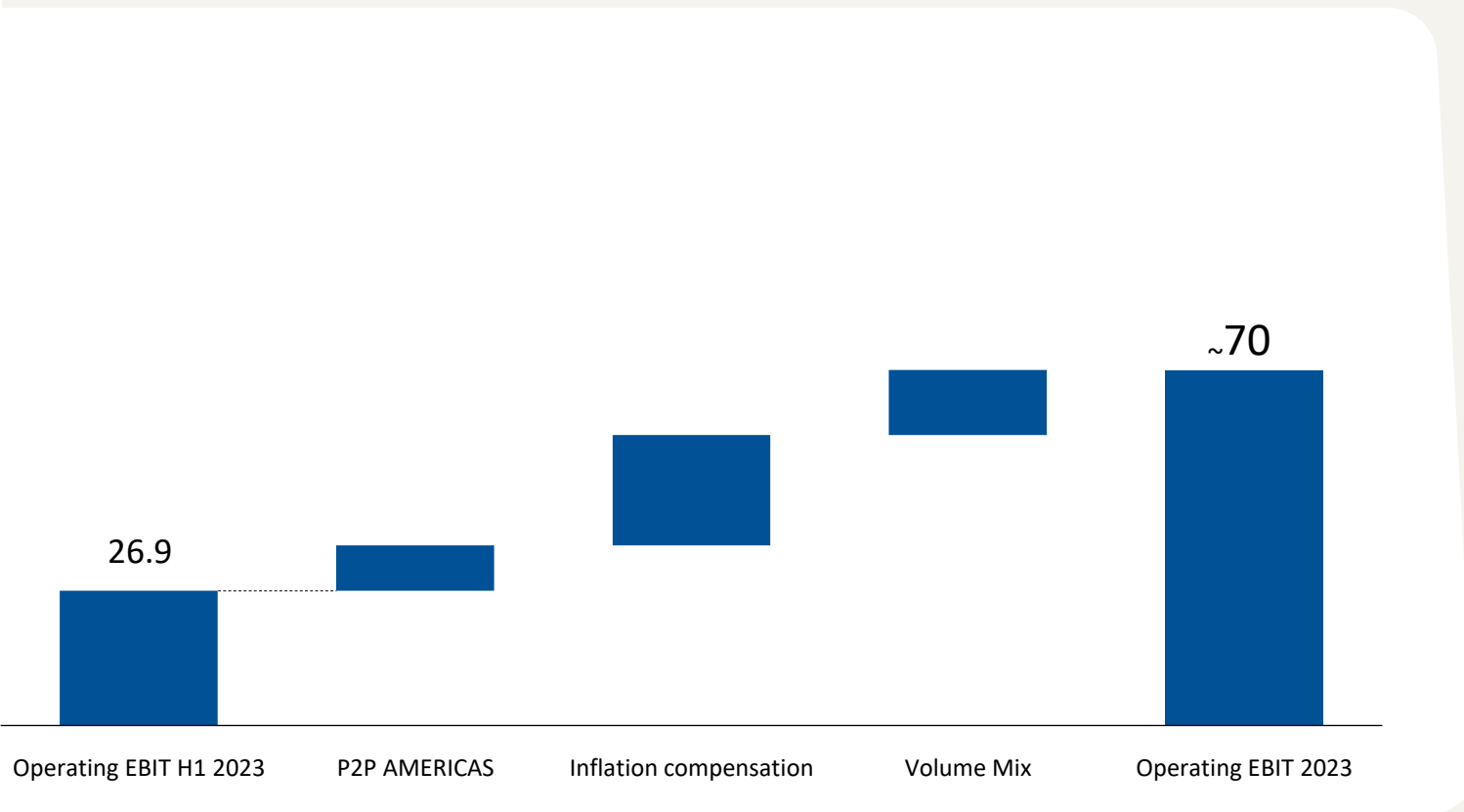
*Burdens may arise in connection with the persistently difficult **macroeconomic conditions**. In particular, it is expected that the sharp **increase in material, energy and labor costs, lower economic growth** - specifically - as well as the further development with regard to the **supply bottlenecks with semiconductors** could also be required to influence the economic development of the company in 2023.*

Outlook 2nd half-year 2023



Revenue: on track

- 01-06 2023: EUR **1,172.6** million
- Outlook FY 2023: EUR **2.2** billion

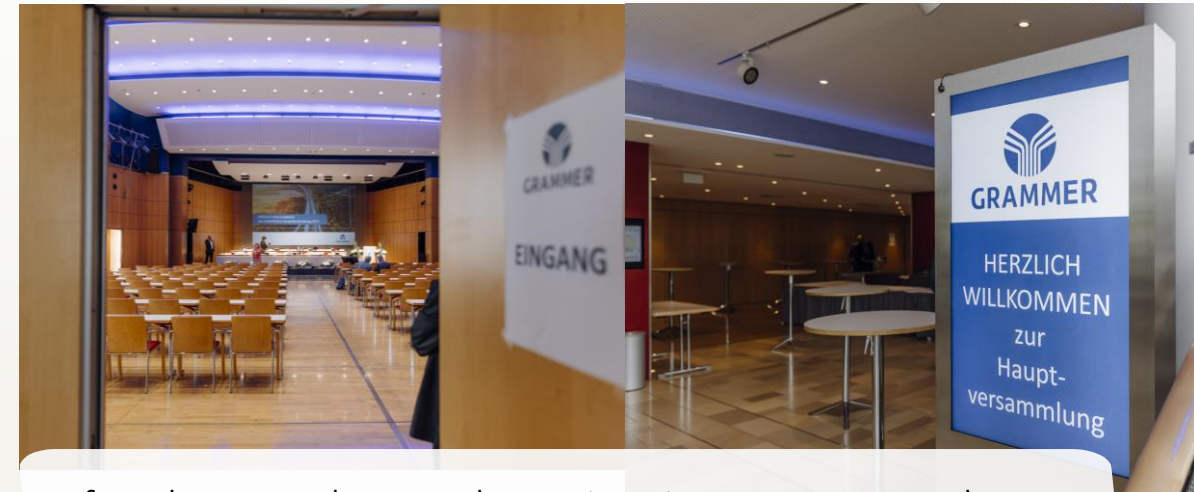


Exhibition CSPI in Japan



- The renowned Construction & Survey Productivity Improvement Expo (CSPI) in Chiba, Tokyo, was the ideal place for Grammer to connect with both aftermarket and OEM customers from the important Japanese market
- New console carrier mount enhances safety and ergonomics

Annual General Meeting



After the Annual General Meetings in 2020, 2021 and 2022 had to be held online due to Corona, it was a great pleasure for us to be able to meet each other in person again this year

Industry 4.0: IOT and AI to improve quality and efficiency of process chains in the supplier industry



GRAMMER coordinates a digitization project initiated by the German Federal Ministry for Economic Affairs and Climate Action, called AdaProQ – short for Adaptive Process Chains, which aims to increasing Production Quality and Efficiency across the supply chain of the industry.

- 35 representatives of the project partners exchange ideas at the coordinator GRAMMER at halftime
- Mid-term results show the first possible applications:
 - “robust“ identification method to accurately mark components within one second using a DMC code on a per-unit basis
 - use of AI to adapt production machines to individual tolerances for each component

New Products

MAN TGX and TGA



- Grammer's aftermarket driver seat in Standard, Comfort and Luxury versions are now available
- Top ergonomics certified by TÜV Rheinland, excellent product design
- Luxury, Comfort and Standard versions can be quickly installed and are ideal for demanding applications

Center console: BMW 7series



- Particularly comfortable thanks to integrated heating
- Eye-catcher with elegant finish and 3D-molded real glass applications

Northstar: New railway seat concept



Innovative



Comfortable



Customer focus



Sustainability

GRAMMER CSR Award and Diversity Week



CSR Awards 2023

CSR Awards recognizes the achievements of our plants in the three CSR categories

- Community
- Employees
- Environment

Diversity Week



- The motto of this year's global Diversity Week was "**Unconscious Bias**" - and Grammer has dedicated the whole year to educate the employees about biases and how best to deal with them.
- Embedded within our "Way of Working" culture that is built on trust, respect and involvement, we recognize the significance of inclusion and solution-oriented collaboration as a competitive advantage that boosts innovation.



Q&A

August 14, 2023



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Key figures H1 2023

August 14, 2023



Revenue
1,172.6 EUR million

EBIT margin
1.6%

Operating EBIT margin
2.3%

Net profit
-0.3 EUR million

Free Cashflow
-2.3 EUR million

Equity ratio
20.0%

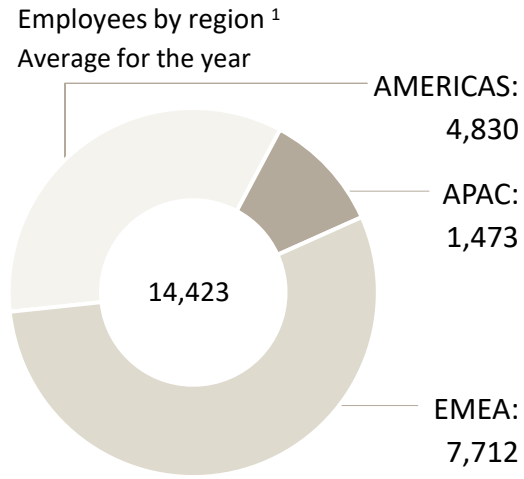
Group operating EBIT
26.9 EUR million

Capital expenditure
34.2 EUR million

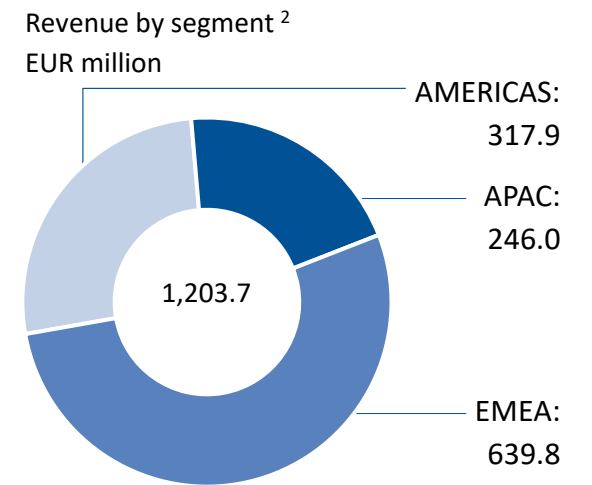
Operating EBIT (Region)
AMERICAS
-23.0 EUR million

Operating EBIT (Region)
EMEA
35.0 EUR million

Operating EBIT (Region)
APAC
29.2 EUR million

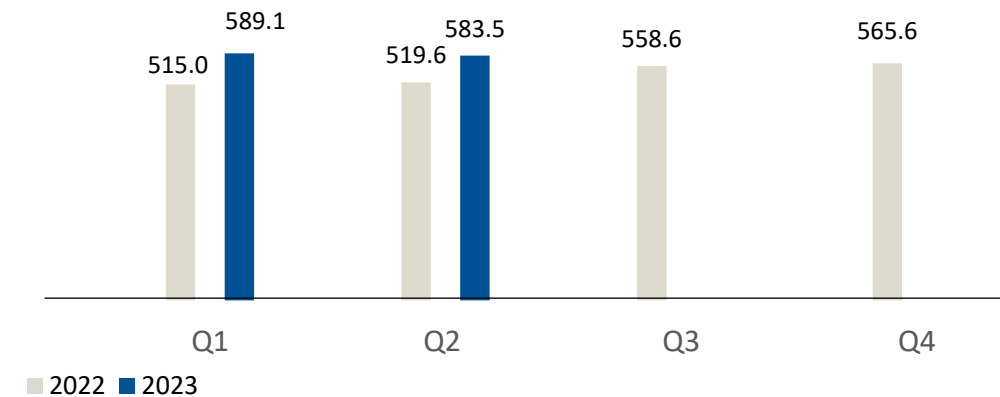


¹ An average of 408 employees were employed in Central Services



² The consolidation effect of revenue between the regions amounts to EUR 31.1 million

Revenue by quarter
EUR million



Key figures



	Q2 2023	Q2 2022	Q1 2023	Q1 2022	01-12 2022
Group revenue	583.5	519.1	589.1	515.0	2,158.8
Revenue EMEA	311.3	287.3	328.5	289.7	1,131.4
Revenue AMERICAS	158.4	163.9	159.5	154.1	672.5
Revenue APAC	128.6	88.1	117.4	89.1	426.7
EBIT	6.8	-11.3	11.7	-1.2	-45.0
EBIT margin (in %)	1.2	-2.2	2.0	-0.2	-2.1
Operating EBIT	13.0	-9.8	13.9	-2.5	35.5
Operating EBIT margin (in %)	2.2	-1.9	2.4	-0.5	1.6
Earnings before taxes	1.1	-14.1	3.9	-2.2	-62.8
Net profit	-3.2	-17.5	2.9	-8.0	-78.6
Total assets	1,441.9	1,511.4	1,428.9	1,518.9	1,444.6
Equity	289.1	374.9	301.3	355.8	301.1
Equity ratio (in %)	20.0	24.8	21.1	23.4	20.8
Net debt	446.3	481.6	427.1	436.8	429.3
Gearing	154.4	128.5	148.8	122.8	142.6
Capital expenditure	19.8	19.1	14.4	14.3	91.0
Free cash flow	-11.0	21.9	8.7	-12.0	31.3
Employees (number, average)	14,423	14,003	14,393	14,009	14,044