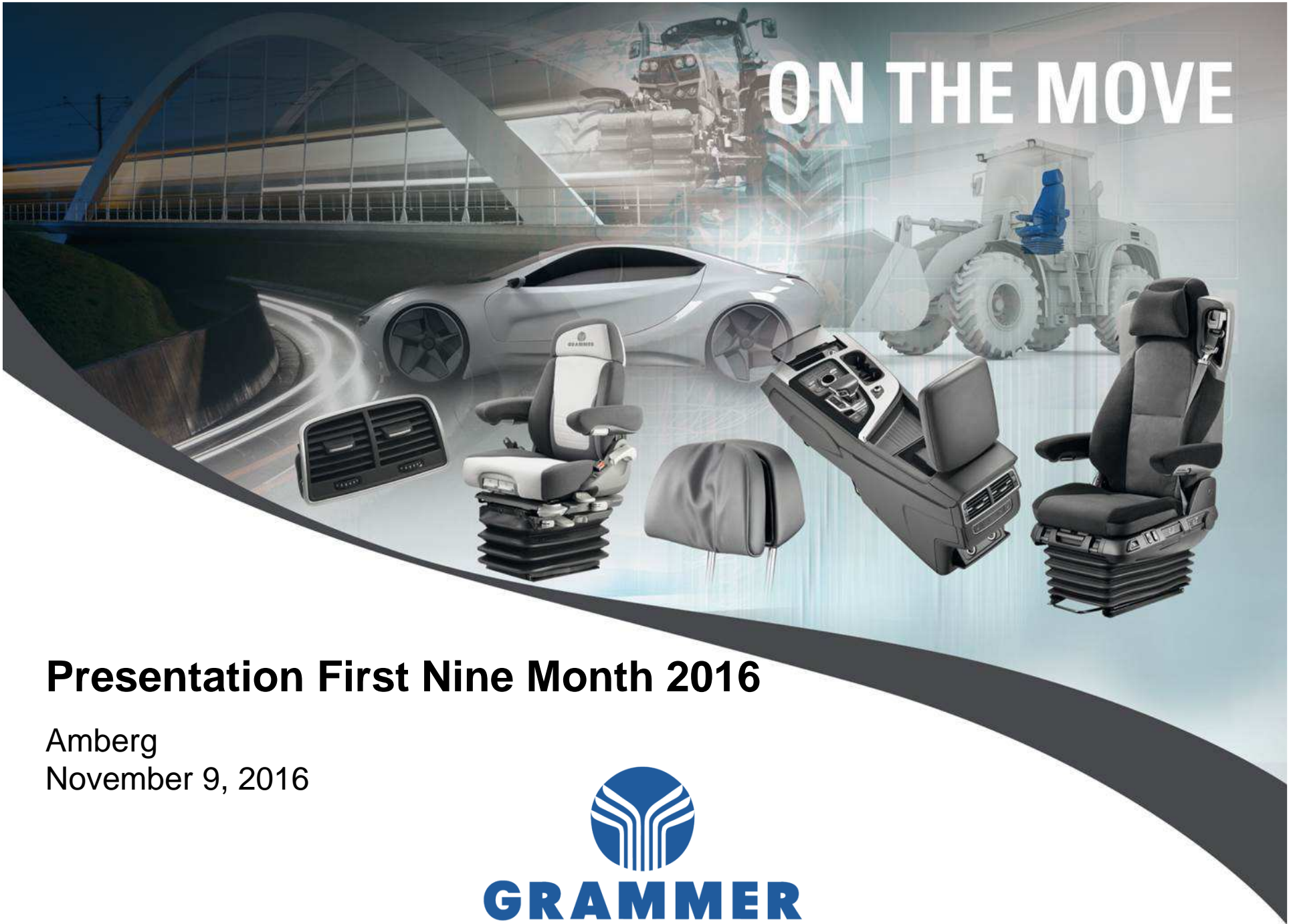


**ON THE MOVE**



## **Presentation First Nine Month 2016**

Amberg  
November 9, 2016



## **Passenger Cars – New Registrations**

- Global automotive markets with continued positive momentum in the first nine months
- New registrations in the NAFTA with +2%
- China with accelerated high growth +18%
- Western Europe with significant growth +7%
- New registrations in Germany +6%

## **Commercial vehicles (> 6T) – New Registrations**

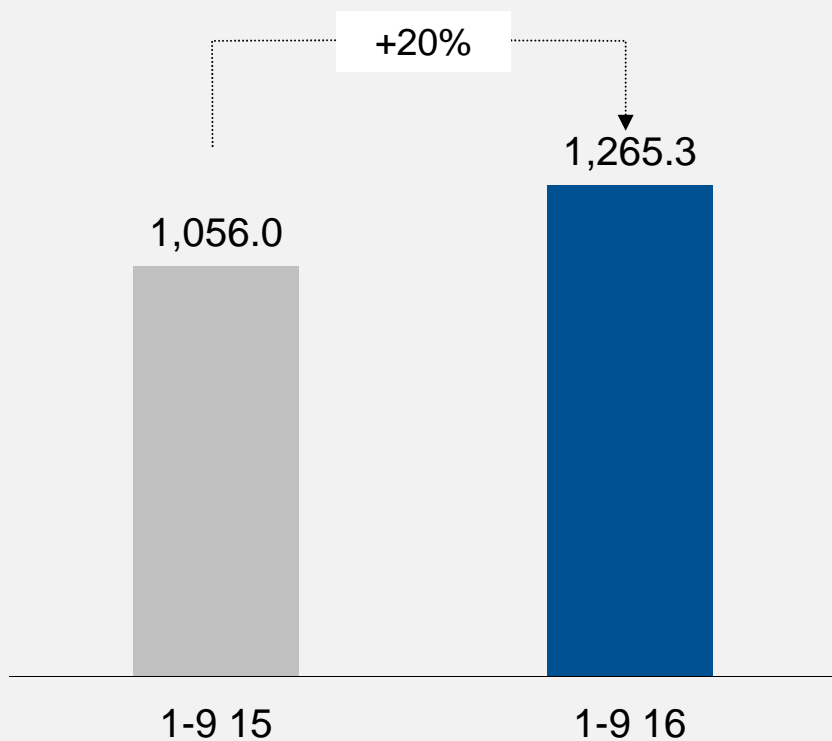
- USA with a decline (-8 %), medium trucks +9%, heavy trucks -21%
- Brazil again with another dramatic slump (-31%)
- China with strong recovery (+20%) after significant market downturn in 2015
- Western Europe (+11%, Germany +7%)
- Agricultural machinery markets with ongoing weakness

# GROUP – DEVELOPMENT 1-9 2016

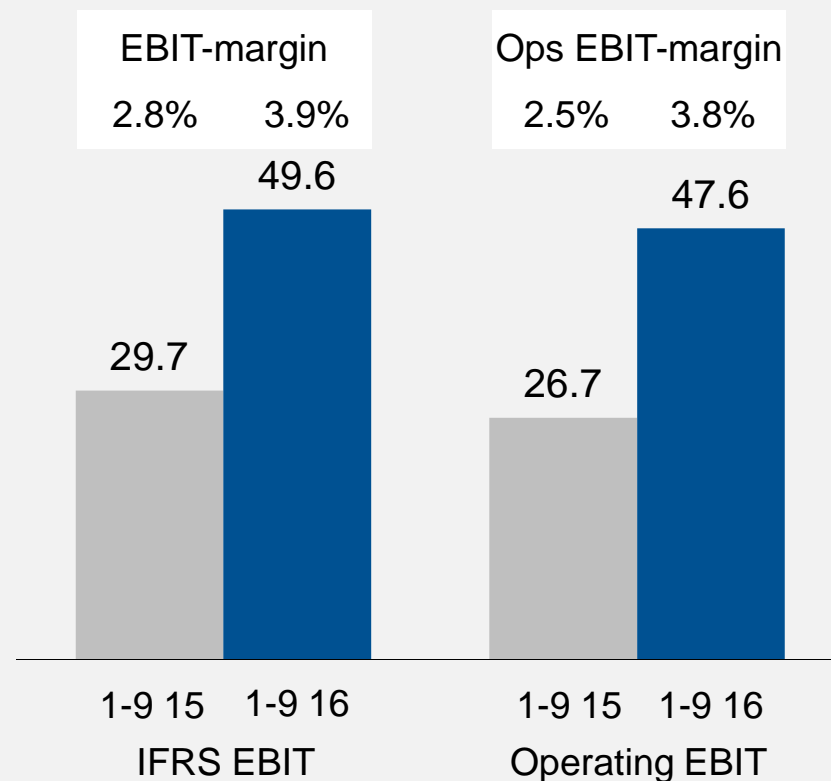
Group revenues and operating EBIT with strong increase



Revenues  
[in € million]



EBIT and operating EBIT  
[in € million and % of revenues]

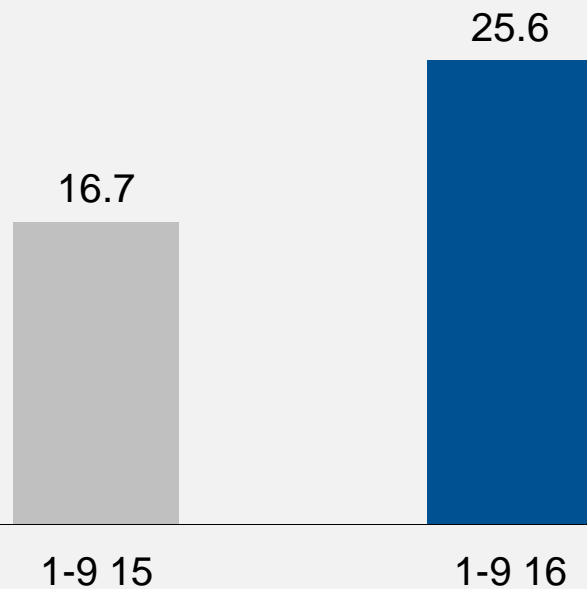


## GROUP – DEVELOPMENT 1-9 2016

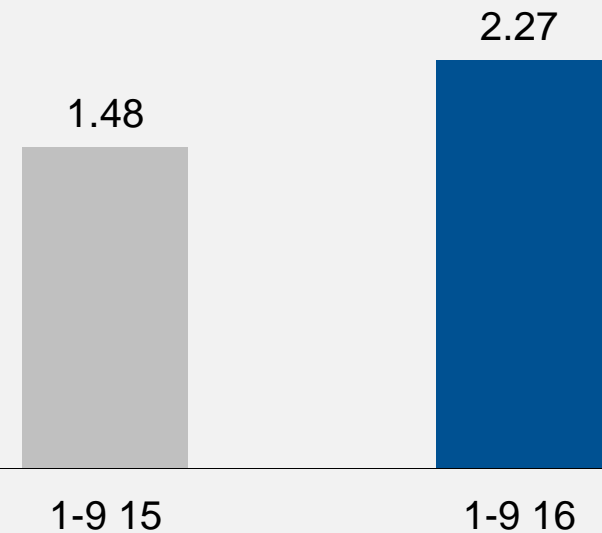
Net profit and earnings per share follow IFRS EBIT development



Net profit  
*[in € million]*



Earnings per share  
*[in €]*

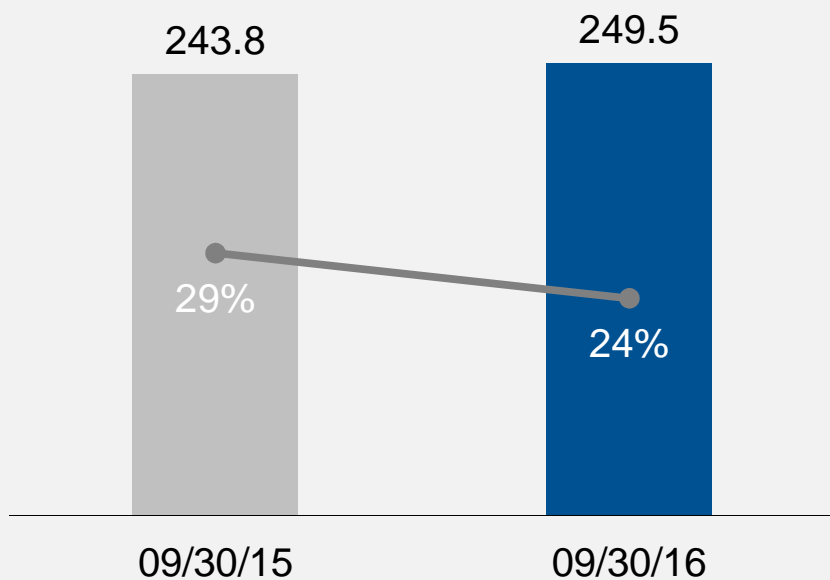


## GROUP – DEVELOPMENT 1-9 2016

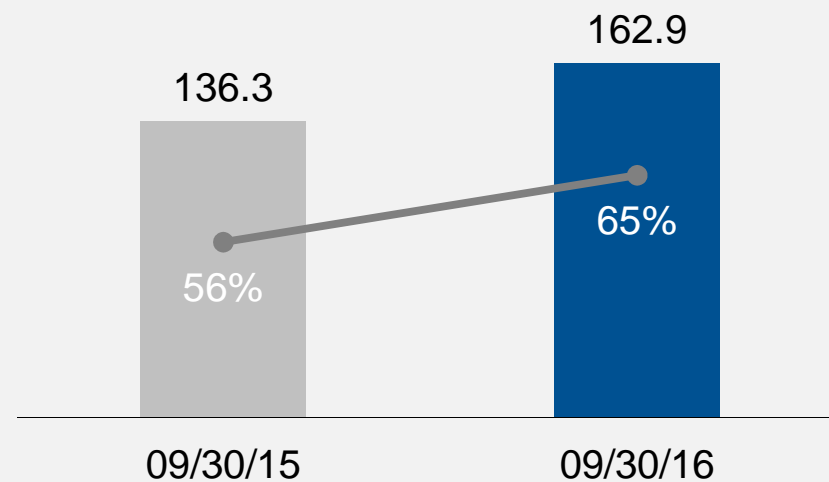
Slightly decreasing equity. Net financial debt higher due to REUM acquisition



Equity and equity-ratio  
[in € million and %]



Net financial debt and Gearing  
[in € million and %]

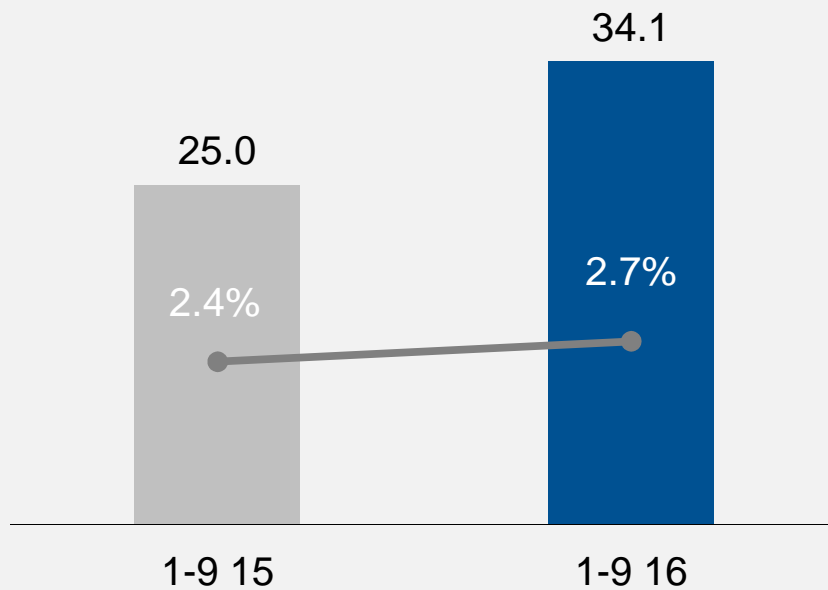


# GROUP – DEVELOPMENT 1-9 2016

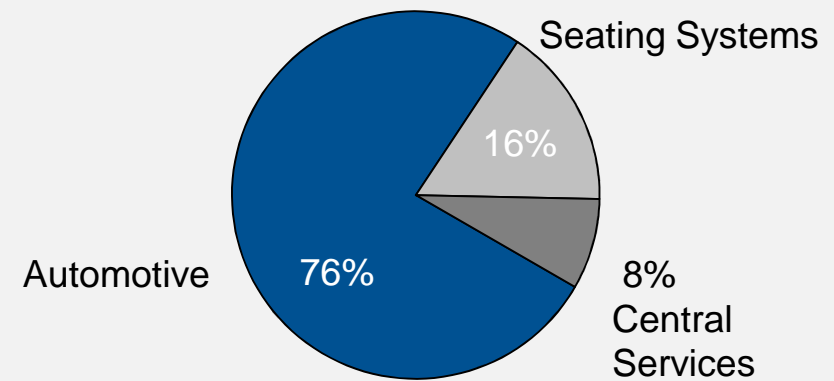
Investments focused on expansion and optimization measures



Capex and Capex-ratio  
[in € million and %]



Capex 1-9 2016 by divisions  
[in %]

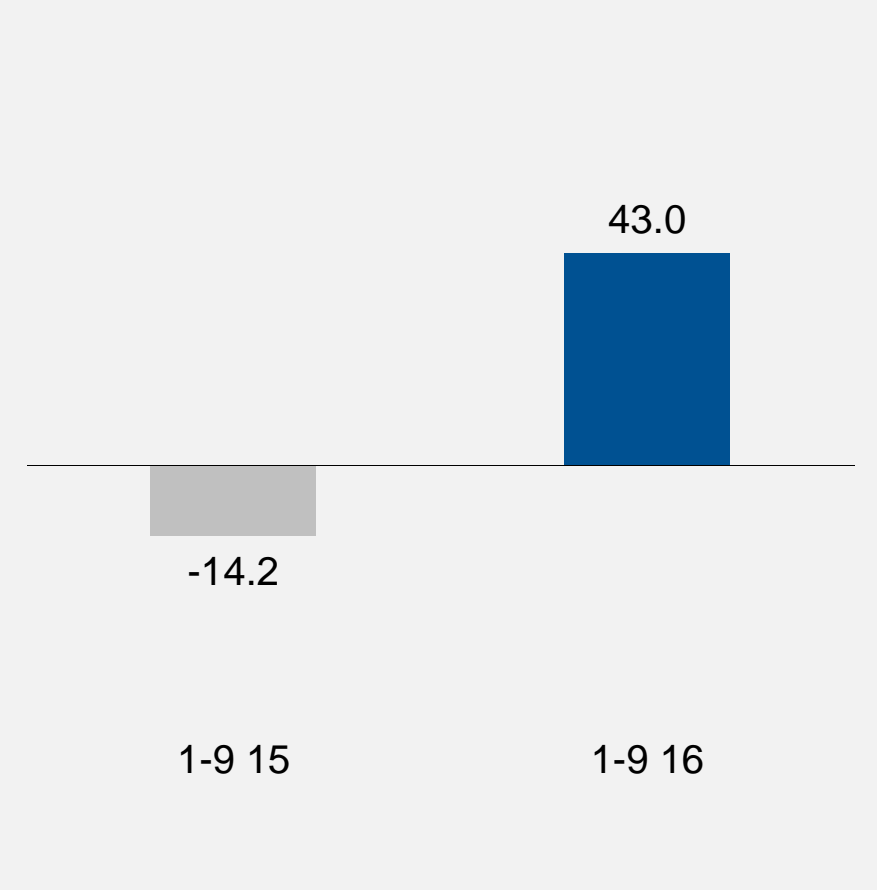


## GROUP – DEVELOPMENT 1-9 2016

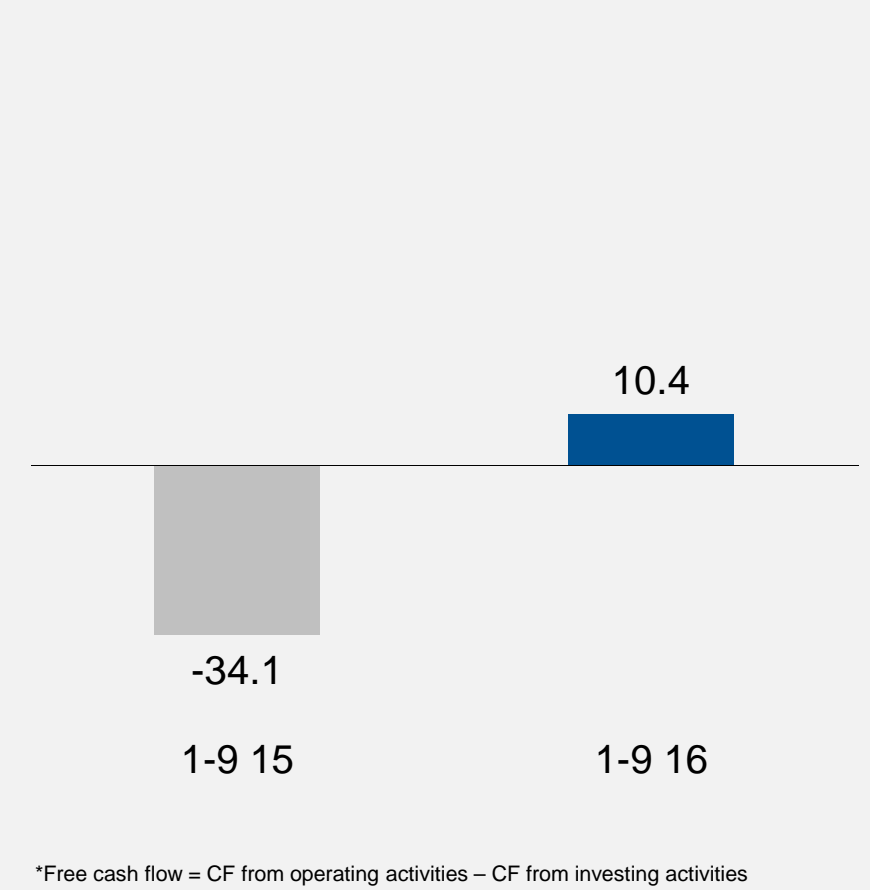
Strong improvement of Operating and Free Cash Flow



Cash flow from operating activities  
*[in € million]*



Free cash flow\*  
*[in € million]*



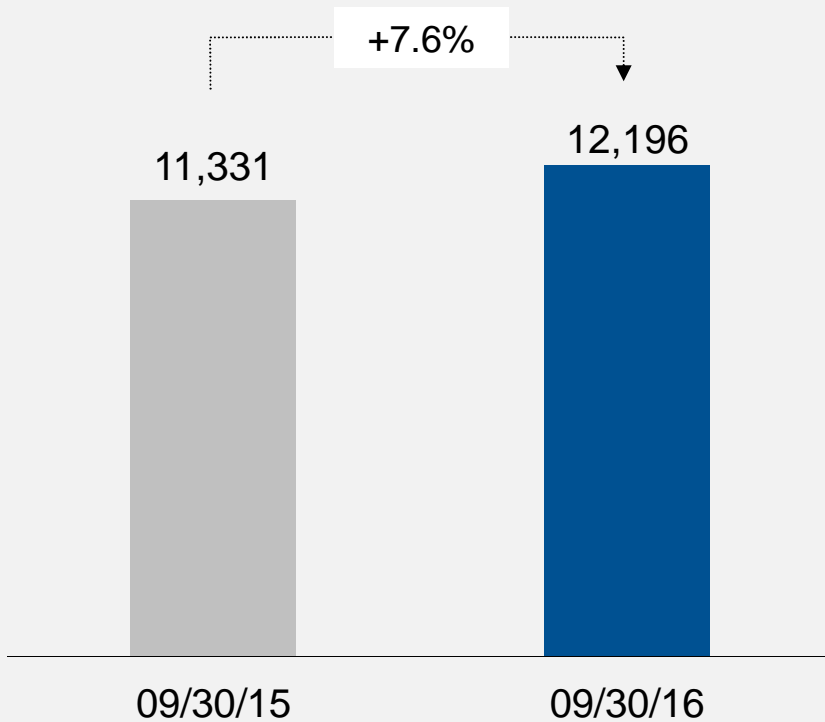
\*Free cash flow = CF from operating activities – CF from investing activities

# GROUP – DEVELOPMENT 1-9 2016

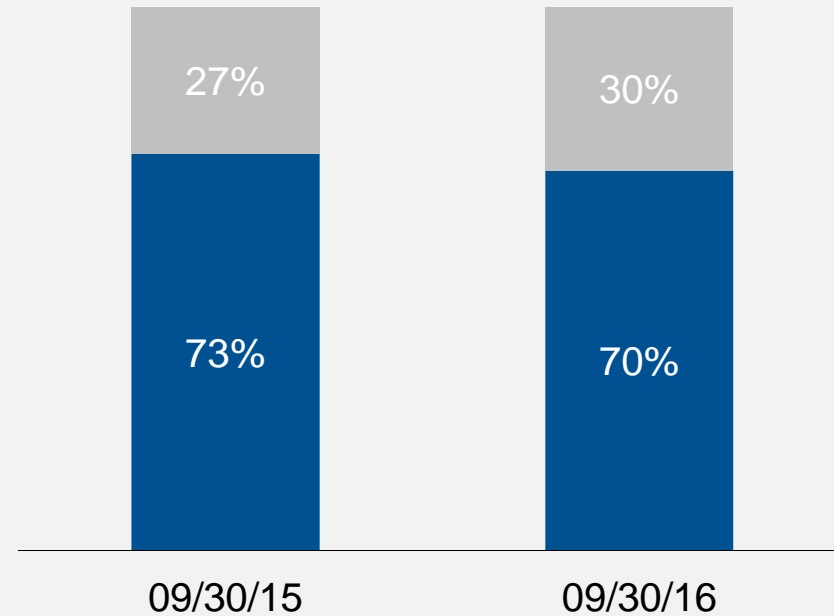
Higher headcount mainly due to REUM acquisition and capacity increase



Employees  
[month-end]



Employees in low-cost / high-cost countries  
[month-end]



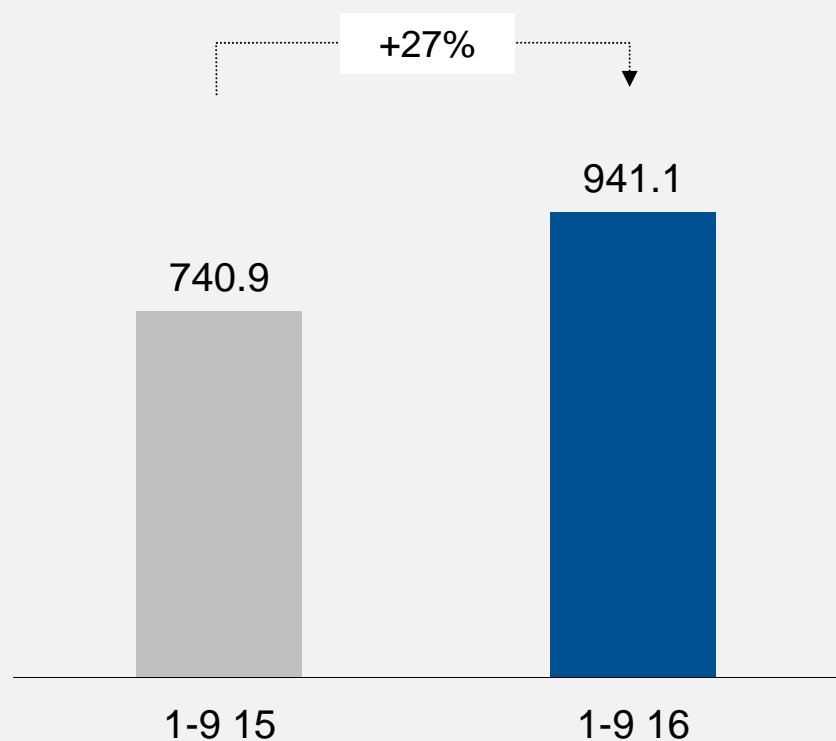


# AUTOMOTIVE – DEVELOPMENT 1-9 2016

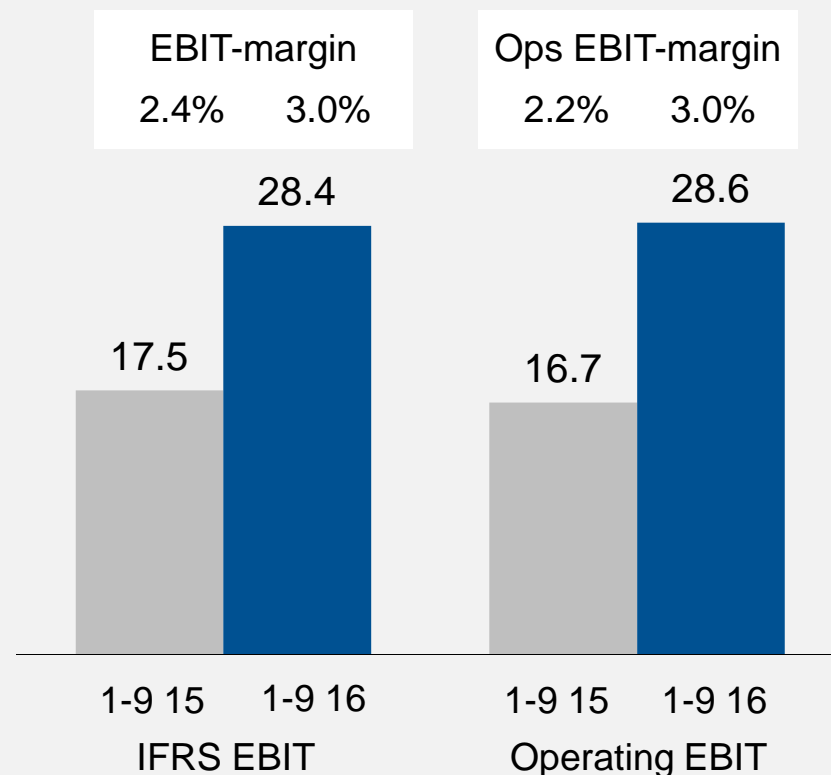
Strong growth vs. previous year. Improvement of operating performance on track



Revenues  
[in € million]



EBIT and operating EBIT  
[in € million and % of revenues]

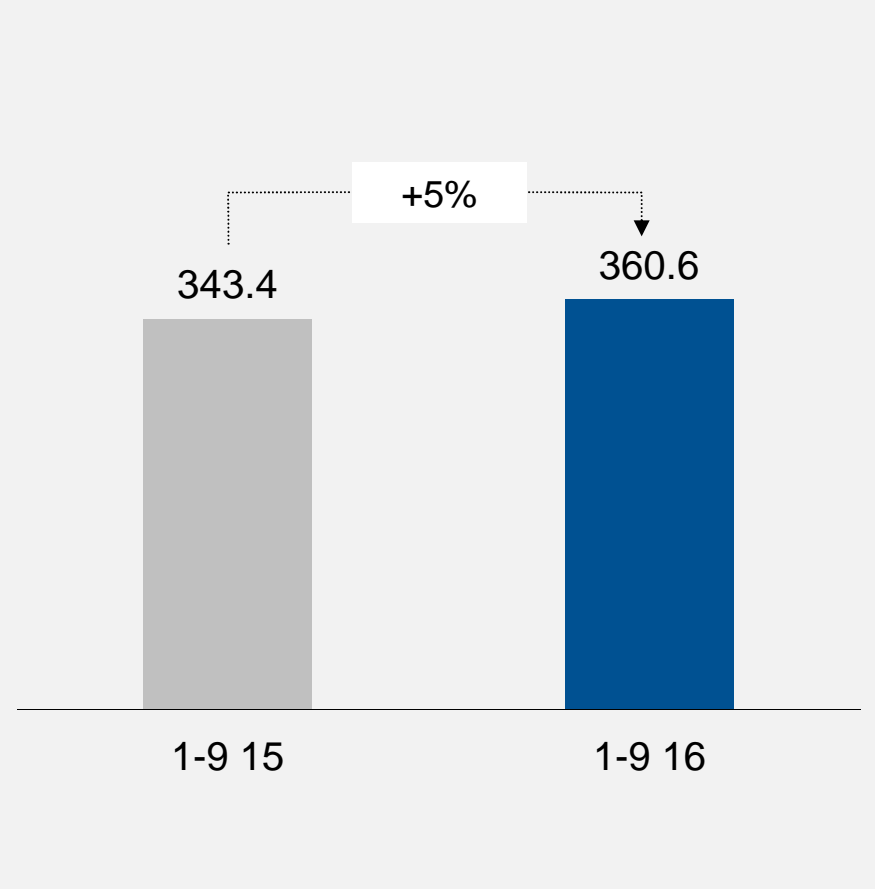


# SEATING SYSTEMS – DEVELOPMENT 1-9 2016

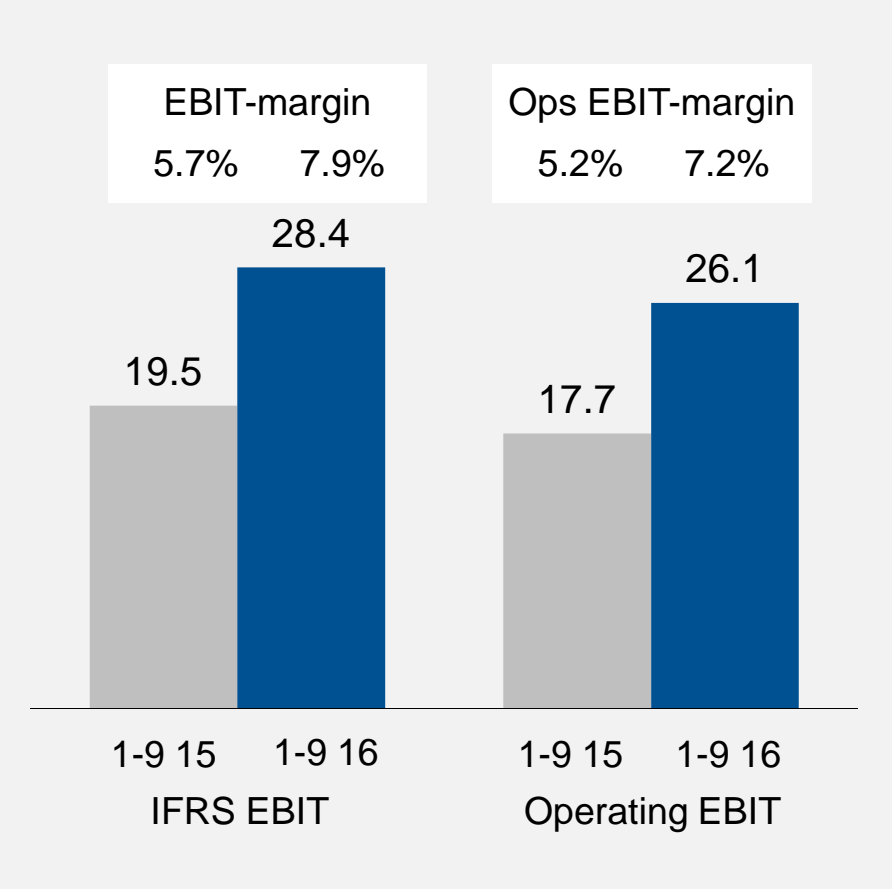
Very promising first nine months 2016



Revenues  
[in € million]



EBIT and operating EBIT  
[in € million and % of revenues]



# GRAMMER GROUP – MARKET OUTLOOK 2016

Global car markets continue to grow. Truck markets with ongoing uncertainties



## Car production – 2015 & Forecast 2016

[in % yoy]

	Actual 2015	Forecast 2016
Europe	+4%	+3%
USA	+3%	+2%
Brazil	-20%	-12%
China	+4%	+7%
World	+1%	+3%

Source: IHS, September 2016

## Truck production – 2015 & Forecast 2016

[Trucks > 6t, in % yoy]

	Actual 2015	Forecast 2016
Europe	+8%	+4%
USA	+7%	-15%
Brazil	-53%	-21%
China	-12%	+8%
World	-7%	+2%

Source: LMC forecast Q2-2016

## Agricultural market outlook 2016 by our main customers

	Europe	North America	South America
John Deere*	0% to -5%	-15% to -20%	-15% to -20%
AGCO Group**	0% to -5%	-10% to -15%	-10% to -15%

Source: \*) John Deere industry forecast as of August 19, 2016 \*\*\*) AGCO Group market outlook 2016 as of September 30, 2016

## GRAMMER GROUP – OUTLOOK 2016

Outlook 2016 confirmed: Revenues >1.66 billion €, EBIT > 60 million €



### GRAMMER Group – Outlook 2016:

- Despite the still volatile environment, the GRAMMER Group's business is expected to remain very positive in the fourth quarter of 2016.
- At the Group level (including the REUM Group), GRAMMER forecasts an increase in revenue of more than 15 percent over the previous year to more than EUR 1.66 billion in 2016.
- At over EUR 60 million, Group EBIT in 2016 will also be very substantially up on the previous year.

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