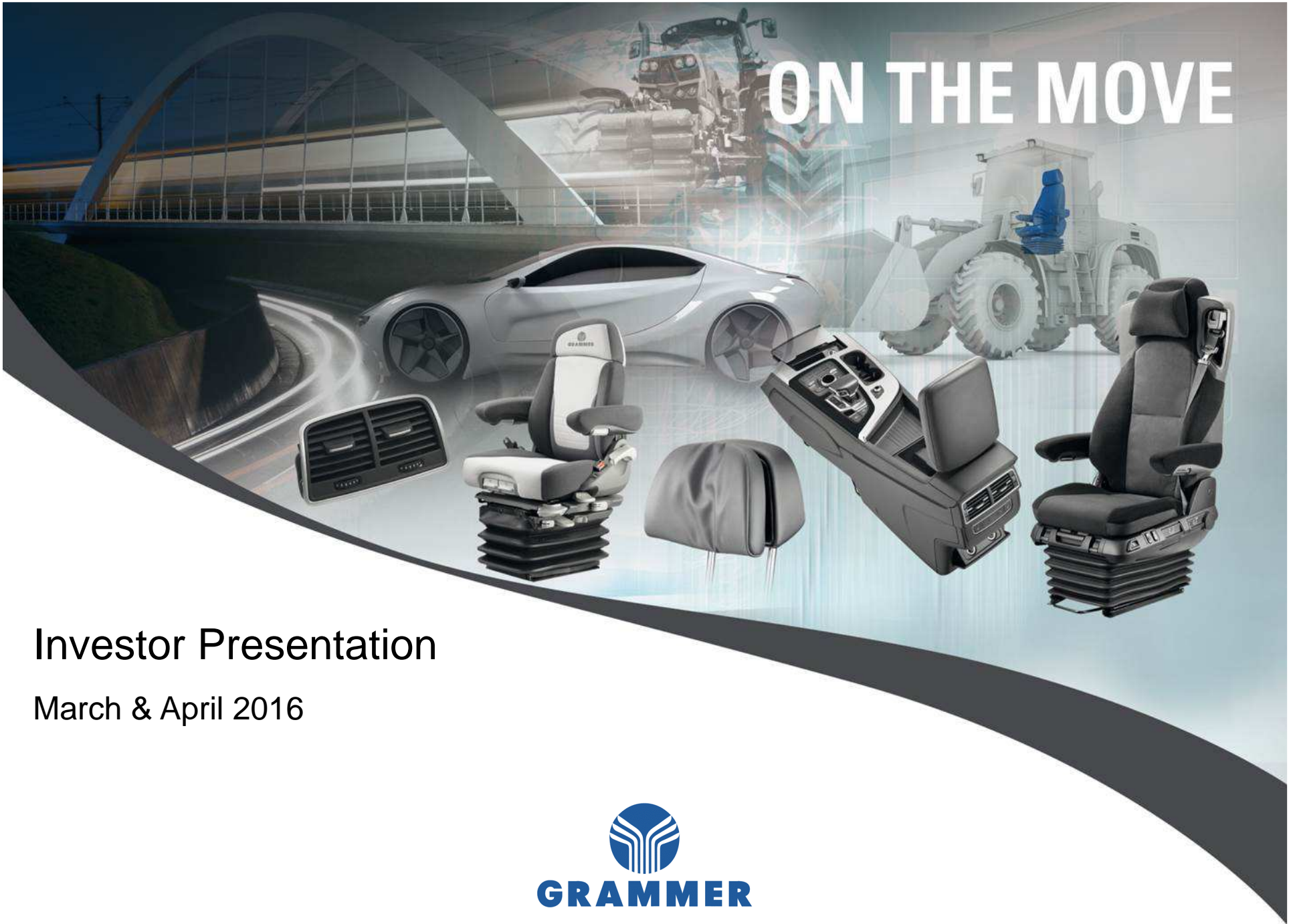


ON THE MOVE



Investor Presentation

March & April 2016



ON THE MOVE



Corporate Overview



GRAMMER GROUP – KEY FACTS

Leading global player in the automotive and commercial vehicle industry



Highlights

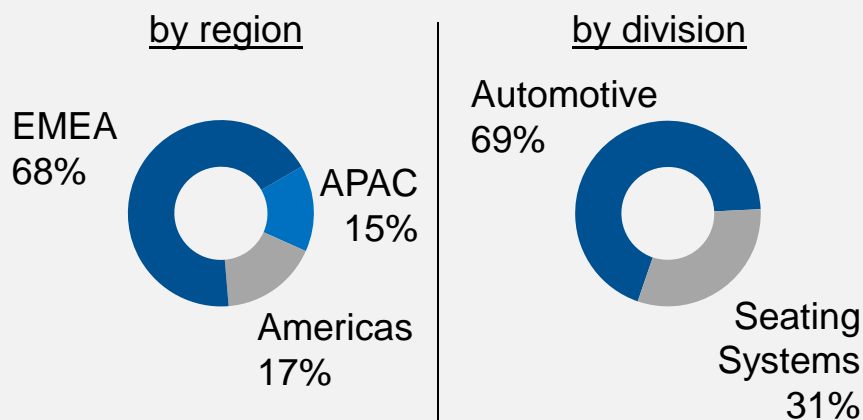
- Leading manufacturer of innovative interior systems and components for passenger cars & commercial vehicles
- Located in 20 countries with >12,000 employees
- Broad international manufacturing and engineering network in all core regions
- Strong brand name and recognition combined with leading market positions in all core markets

Key Financials FY 2015 [in € million]

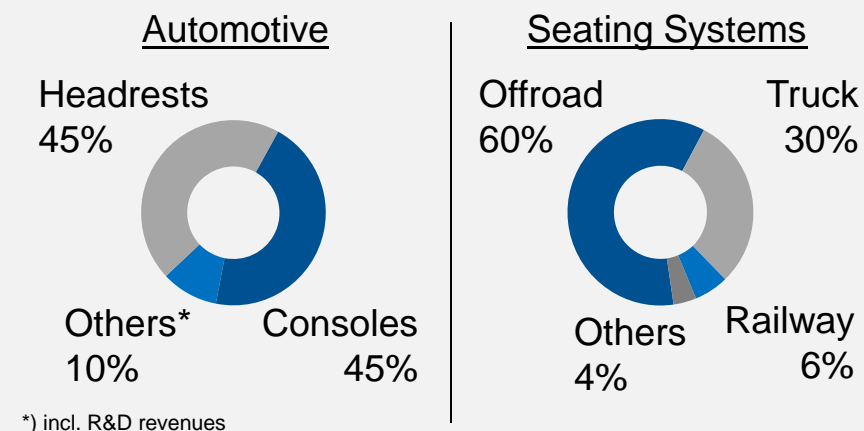
	Group*	Automotive	Seating
Revenues	1,426	1,008	458
Growth in %	+4%	+11%	-4%
EBITDA	83	48	41
EBIT	43	24	28
Capex [w/o M&A]	48	32	12
Employees	11,397	7,400	3,729

*) Group = Automotive + Seating Systems - Central Services/Consolidation

Revenues by region and division [FY 2015]



Revenues by product segment [FY 2015]



GRAMMER AUTOMOTIVE – PRODUCT PORTFOLIO

Premium interior components for maximum in safety, comfort & functionality



Headrests



Consoles



functional and safety headrest systems



center consoles & armrests



comfort and multimedia headrest systems



covers & kinematic parts

GRAMMER SEATING SYSTEMS – PRODUCT PORTFOLIO

Highly innovative seating solutions and broad product portfolio for all applications



Offroad



Truck & Bus



Railway



agricultural



construction



truck driver seats



railway passenger seats



material handling



turf care



bus driver & passenger seats



railway driver seats

GRAMMER GROUP – LONG-TERM GROWTH

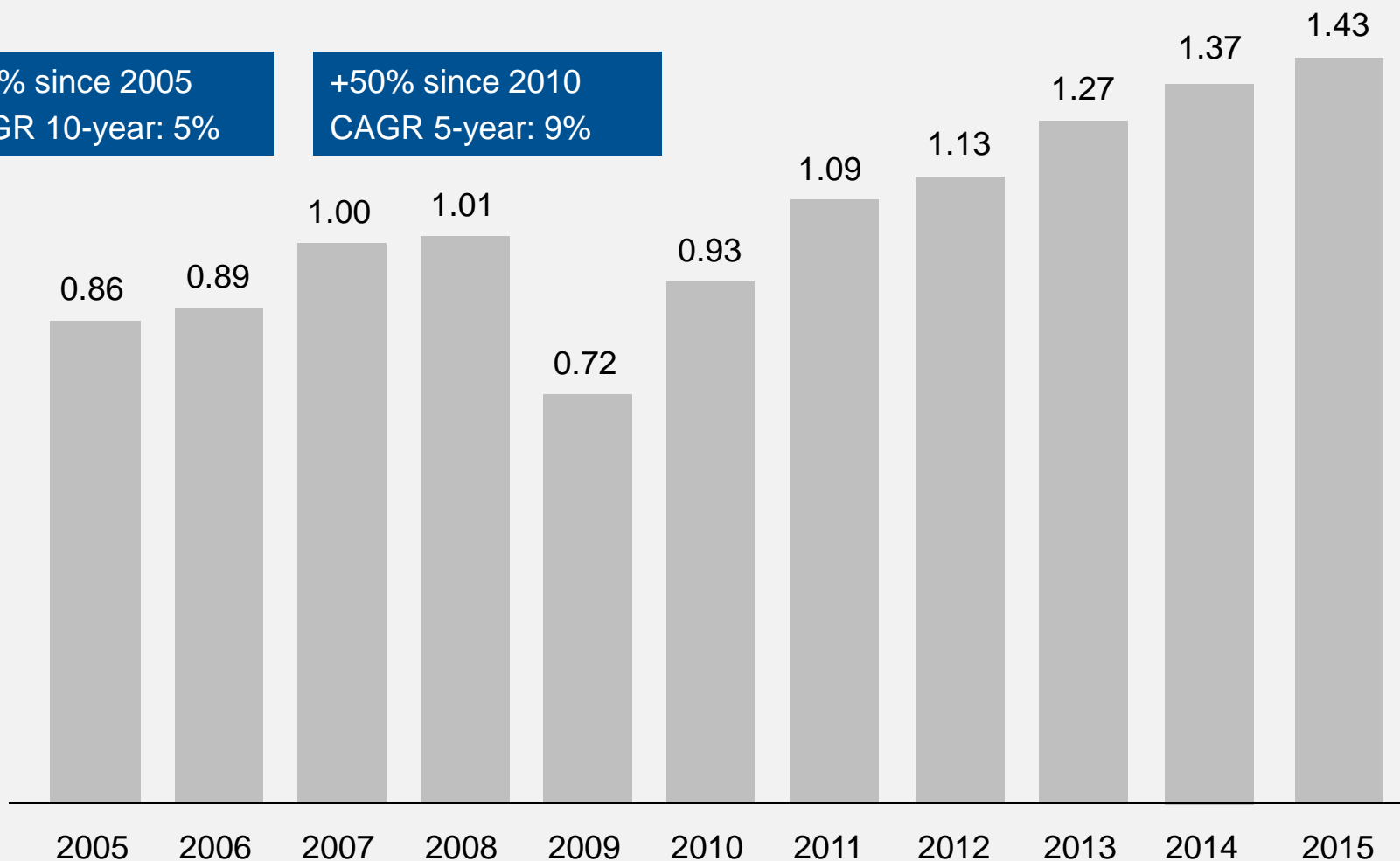
Strong track record of revenue growth



Group revenues in € billion – 10 year development:

+65% since 2005
CAGR 10-year: 5%

+50% since 2010
CAGR 5-year: 9%



ON THE MOVE

Strategic Roadmap for
Profitable Growth & Value Generation



GRAMMER GROUP – ON THE MOVE

Our strategic roadmap for driving profitable growth & value generation



1 Driving Regional Growth

2 Driving Innovations

3 Driving Strategic Development

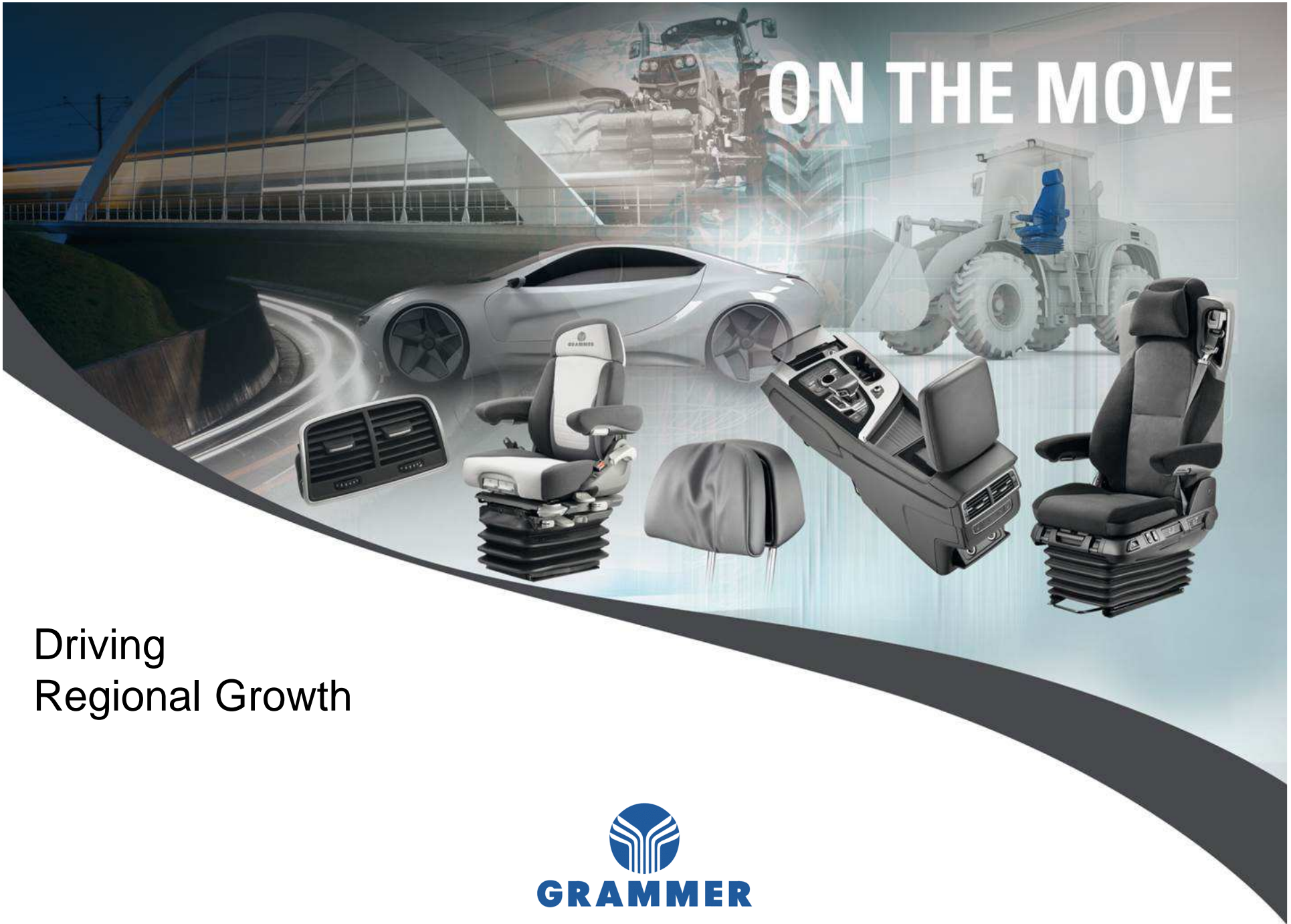
4 Driving Profitable Growth

Global setup, innovative products & strategic acquisitions build crucial basis for future success

Optimized processes and structures for better cost base

GRAMMER Group is set for profitable growth and strong value generation

ON THE MOVE

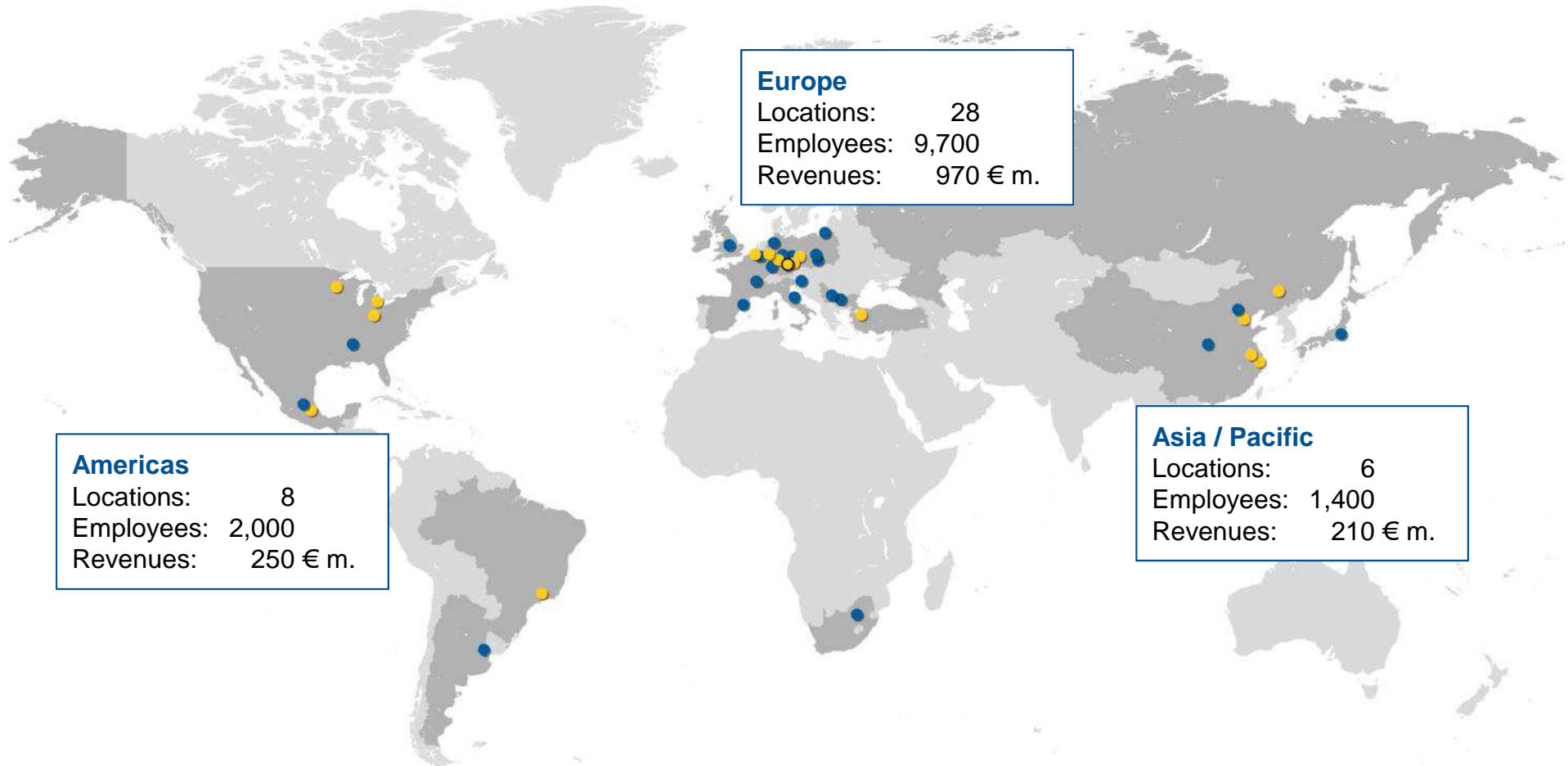


Driving
Regional Growth



GRAMMER GROUP – GLOBAL FOOTPRINT

Global player on 4 continents with a strong international production & R&D network



- GRAMMER locations with R&D hubs
- GRAMMER production & sales locations

Notes:
Locations include manufacturing plants, front-ends, sales & engineering offices
Employees as of Dec. 31, 2015 incl. temps, excl. REUM Group

GRAMMER GROUP – AMERICAS

Capacity expansion >50% optimizing our footprint in Americas



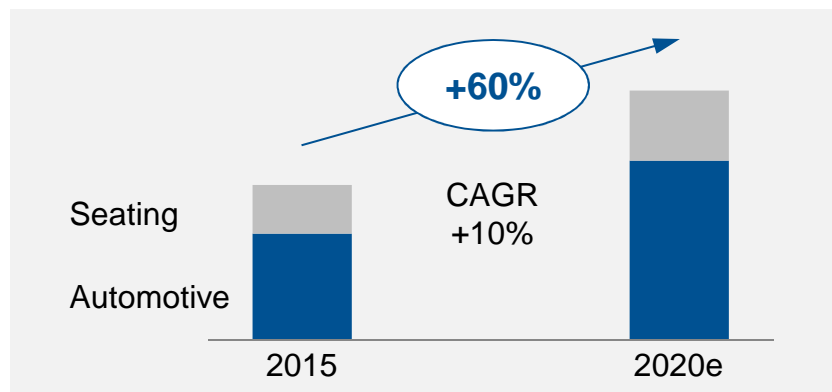
	Cars	Trucks
Production units 2015	20.5 mill.	725 k
Production units 2020e	22.5 mill.	710 k
CAGR 2015 - 2020	+2.0%	-0.5%

Source: IHS

1 Market Key Facts

	Automotive	Seating
Revenues [€ mill.]	175	75
Market position	5	2
Top 3 customers	Chrysler VW BMW	John Deere Bobcat Daimler Truck

2 GRAMMER Market Facts [FY 2015]



3 GRAMMER Growth Plan 2015 - 2020



**GRAMMER Plant
Tupelo, MS, USA**
Automotive & Seating
est. 2014



**GRAMMER Plant
Tetla, Mexico**
Automotive
est. 1997

GRAMMER GROUP – EUROPE

Very strong market position in our home region as basis for global expansion



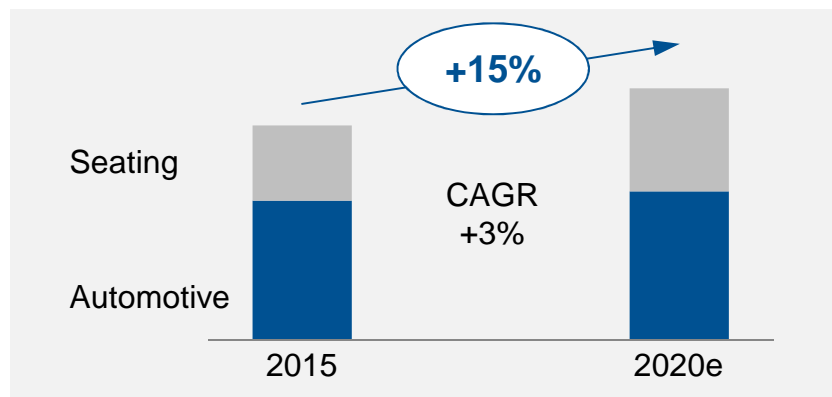
	Cars	Trucks
Production units 2015	22.9 mill.	570 k
Production units 2020e	25.9 mill.	750 k
CAGR 2015 - 2020	+2.5%	+5.5%

Source: IHS

1 Market Key Facts

	Automotive	Seating
Revenues [€ mill.]	650	320
Market position	2	1
Top 3 customers	VW Daimler BMW	Paccar CNH Daimler Truck

2 GRAMMER Market Facts [FY 2015]



3 GRAMMER Growth Plan 2015 - 2020



GRAMMER Plant Haselmühl, Germany
Seating
est. 1972



GRAMMER Plant Zatec, Czech Republic
Automotive
est. 2013

GRAMMER GROUP – ASIA / PACIFIC

GRAMMER is continuing to outperform market growth in Asia



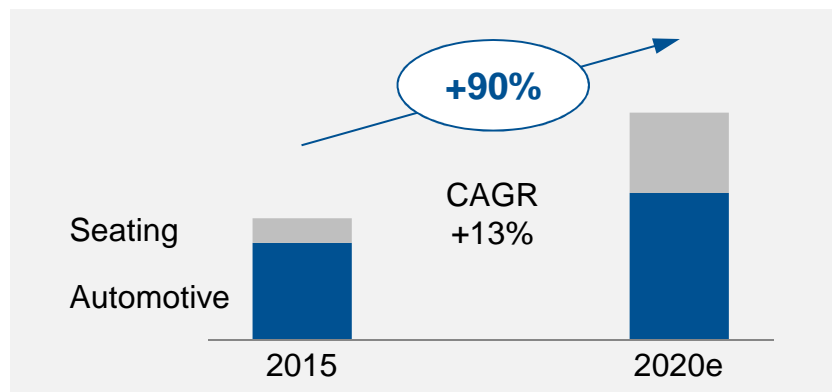
	Cars	Trucks
Production units 2015	45.2 mill.	1,778 k
Production units 2020e	54.3 mill.	2,113 k
CAGR 2015 - 2020	+4.0%	+3.5%

Source: IHS

1 Market Key Facts

	Automotive	Seating
Revenues [€ mill.]	160	50
Market position	4	3
Top 3 customers	Audi BMW Daimler	SAIC Kubota Hyundai

2 GRAMMER Market Facts [FY 2015]



3 GRAMMER Growth Plan 2015 - 2020



GRAMMER Plant Changchun, China
Automotive
est. 2005



GRAMMER Plant Tianjin, China
Seating
est. 2004

ON THE MOVE

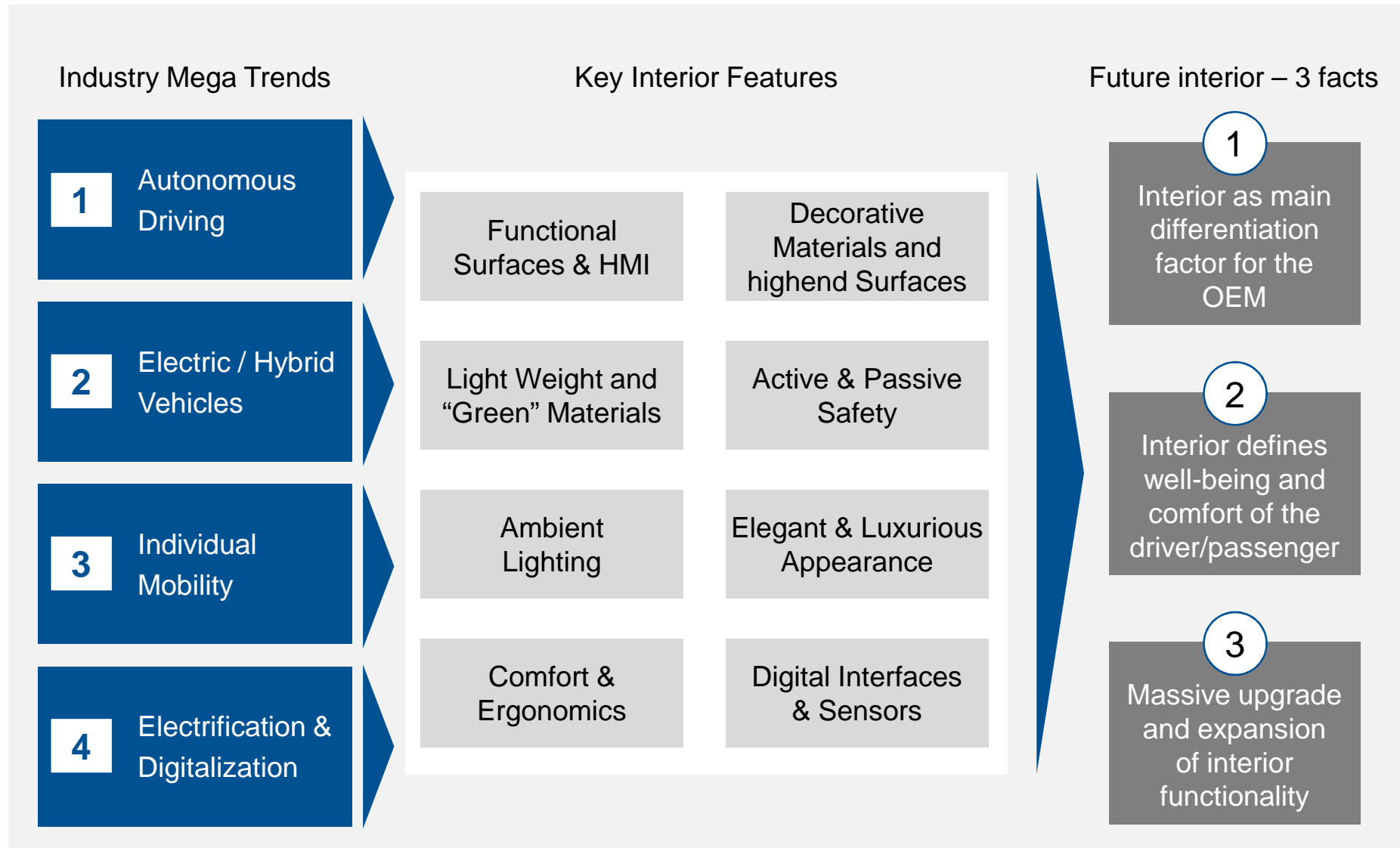


Driving
Innovations



GRAMMER GROUP – INNOVATION ROADMAP

Mega trends shape interior of tomorrow's passenger cars & commercial vehicles



GRAMMER GROUP – INNOVATION ROADMAP

Today's development projects secure our innovative leadership in the future



1

Interior as main differentiation factor for the OEM



Maximum comfort with luxury look & feel and elegant appearance



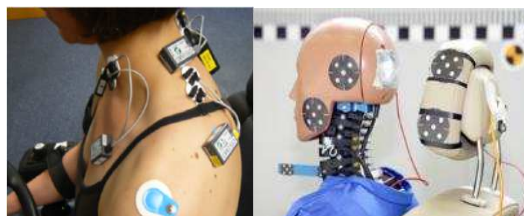
Genius Cab - innovative, high tech cab
World premiere @ bauma in Munich

2

Interior defines well-being and comfort of driver/passenger



Optimized ergonomics to support health and well-being in all situations



Scientific research to optimize comfort, safety and ergonomics of our products

3

Massive upgrade & expansion of interior functionality



Intuitive HMIs on functional surfaces with haptic feedback & digital interfaces



Multifunctional, adaptable interior for different driving situations

ON THE MOVE



Driving
Strategic Development



GRAMMER GROUP – M&A STRATEGY

Targeted acquisitions to enhance product portfolio and technology

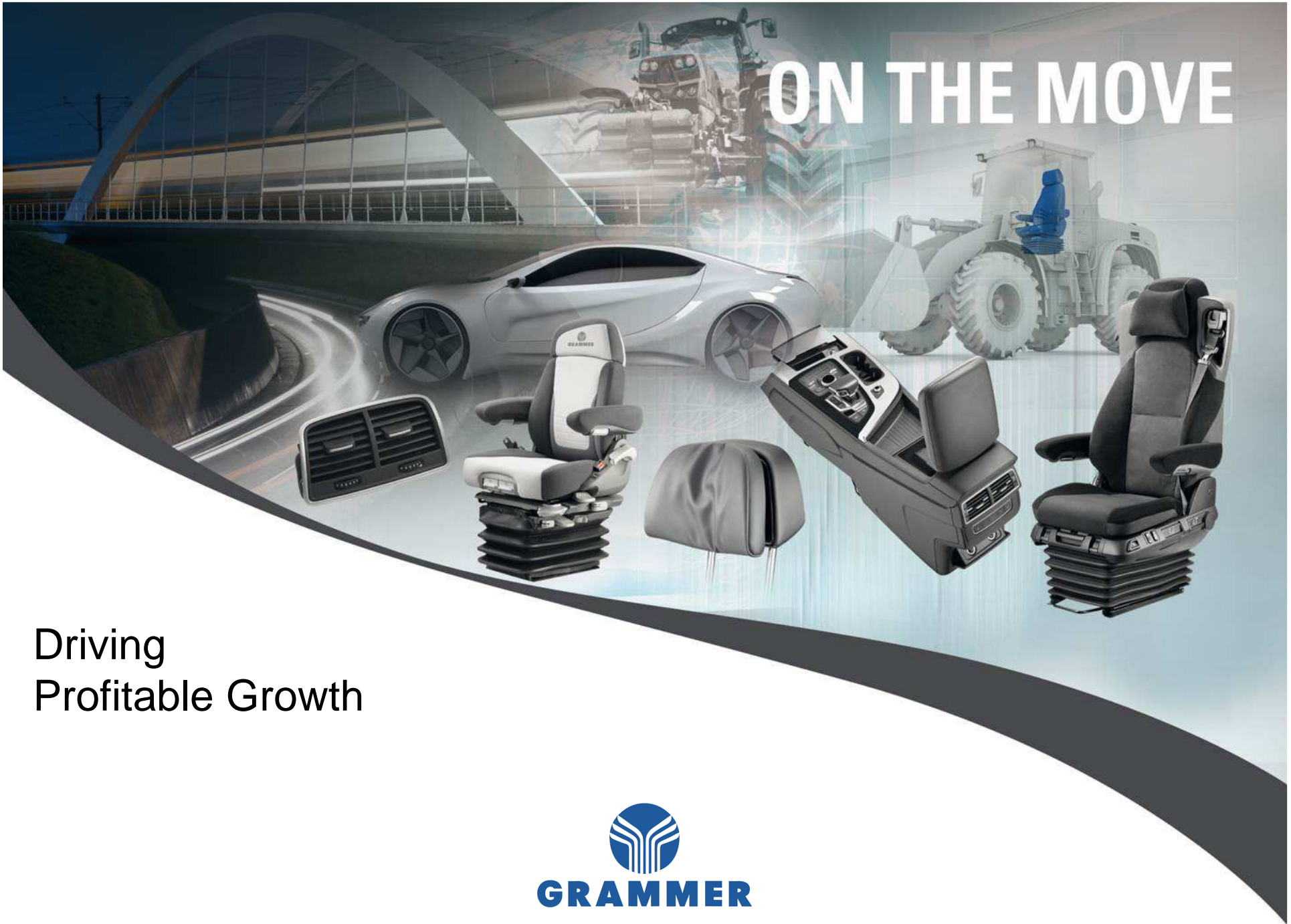


Year	Company	Segment	Main Purpose
2011	100% Acquisition EiA Electronics, Belgium	Seating Systems Offroad Segment	<ul style="list-style-type: none"> Expansion electronic know-how Development of integrated seat/armrest systems
2012	100% Acquisition Nectec, Czech Republic	Automotive Headrest Segment	<ul style="list-style-type: none"> Additional safety technologies Strengthening of leadership in European premium segment
2013	60/40 Joint Venture (now 100%) Jiangsu Yuhua, China	Seating Systems Truck Segment	<ul style="list-style-type: none"> Entry into Chinese truck market Purchase of 40% JV stake and contribution in the new JV Shaanxi
2015	100% Acquisition Reum, Germany/Poland	Automotive Console Segment	<ul style="list-style-type: none"> Extension of technological capabilities (esp. plastic injection) Expansion of product portfolio
2016	90/10 Joint Venture Shaanxi Automobile, China	Seating Systems Truck Segment	<ul style="list-style-type: none"> JV with 4th largest truck OEM Strategic milestone to secure growth in Chinese truck market



Successful acquisitions in the past in all core product segments
M&A radar continuing to focus on targets to strengthen our regional and innovative position

ON THE MOVE



Driving
Profitable Growth



GRAMMER GROUP – PROFITABILITY IMPROVEMENT

3 main levers to improve profitability and value generation



1

**Improved
Automotive
profitability**

- Completion of the majority of the internationalization activities will reduce up-front costs
- Optimized plant structures, processes & supply chain improve manufacturing efficiency for better costs
- More normalized growth will reduce launch cost and improve incremental margins of new business

2

**Margin upside
within Seating
Segment**

- Focus on fixed cost control to limit EBIT impact of weak core markets
- Restructuring activities in Brazil implemented to eliminate losses due to market slump
- Despite softening of profitable markets in 2015, EBIT margin still 6% => strong recovery potential

3

**Higher cash
conversion**

- Completion of transfer activities will reduce safety stock levels for improved working capital ratios
- Cash conversion optimization program initiated with strong focus on receivables
- Completion of internationalization activities will reduce investments and improve capex/sales ratio

**2017
EBIT target
>5%**

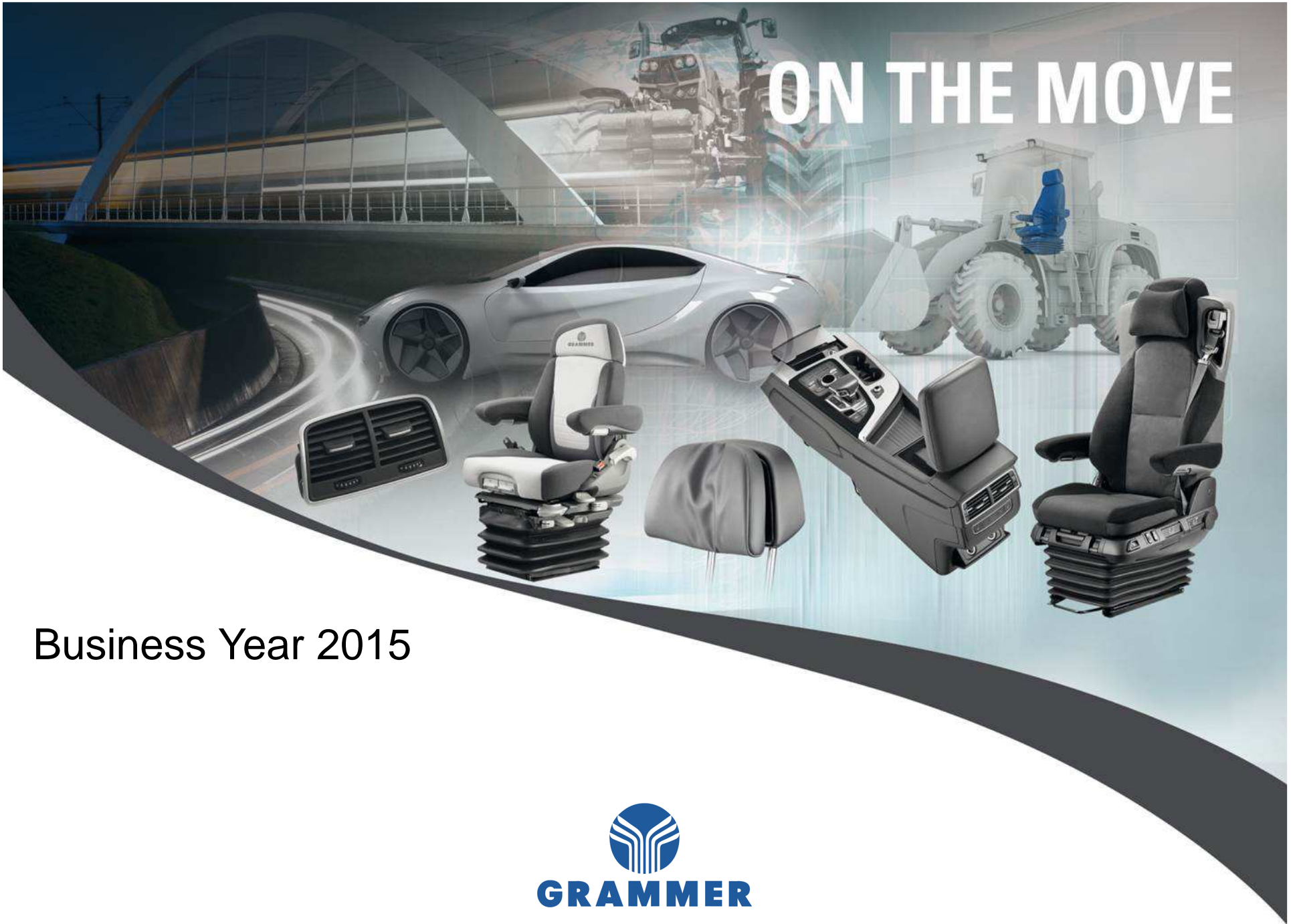


Improved
profitability
in 2016



EBIT 2015
3.0%

ON THE MOVE



Business Year 2015



GRAMMER GROUP – BUSINESS YEAR 2015

Global position reinforced in challenging and volatile market environment

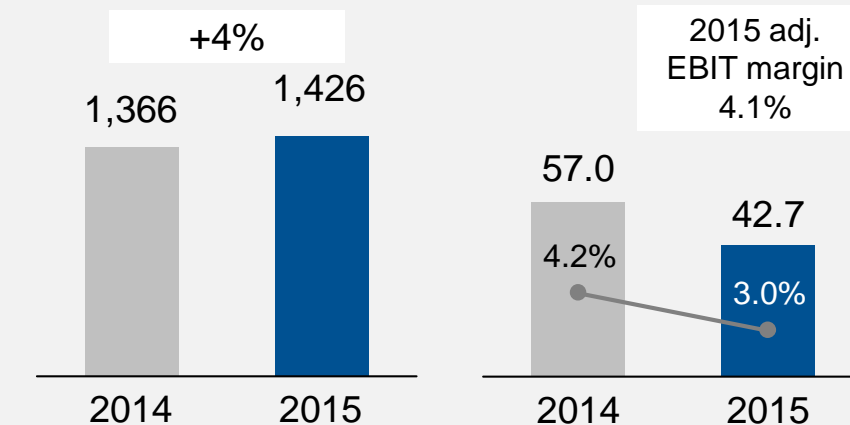


Highlights 2015

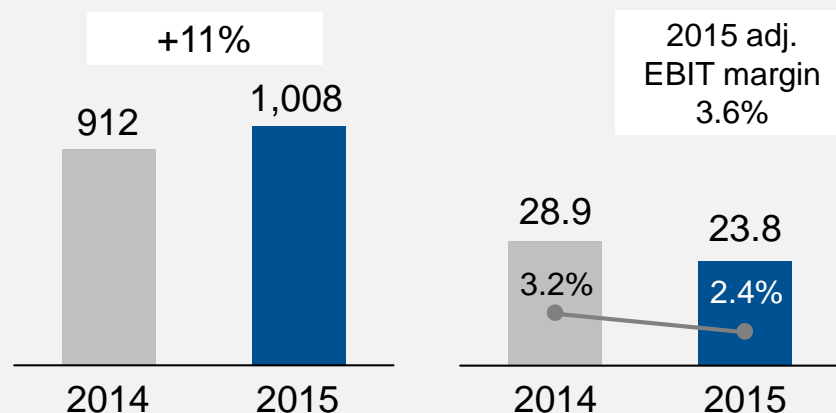
- 5th straight year with new sales record
- Growth driven by Automotive segment (+11%)
Seating segment recorded lower sales (-4%) due to market weakening
- EBIT reached 43 m. € impacted by market decline, high growth and internationalization activities
- Dividend 0.75 €* – payout ratio increased to 36%**

*) proposal **) based on IFRS earnings per share

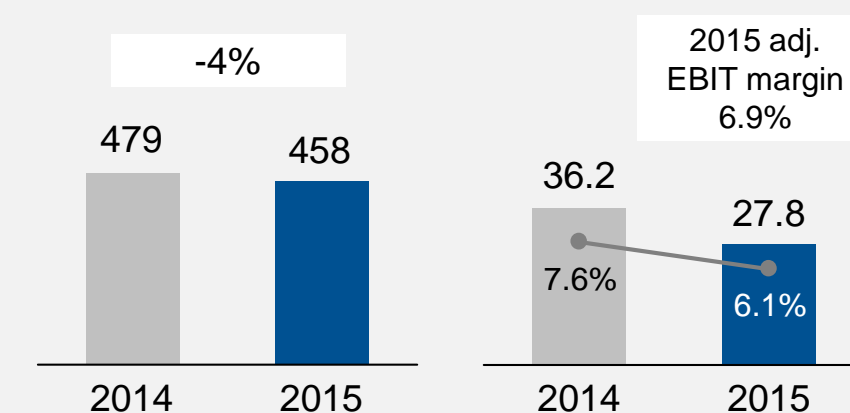
Group – Revenues & EBIT [in € million]



Automotive – Revenues & EBIT [in € million]



Seating Systems – Revenues & EBIT [in € million]



ON THE MOVE



Outlook 2016



GRAMMER GROUP – MARKET OUTLOOK 2016

Automotive markets stable. Ongoing uncertainties in commercial vehicle markets



Car production – 2015 & Forecast 2016

[in % yoy]

	Actual 2015	Forecast 2016
Europe	+4%	+2%
USA	+3%	+4%
Brazil	-21%	-9%
China	+4%	+6%
World	+1%	+3%

Source: IHS, March 2016

Truck production – 2015 & Forecast 2016

[Trucks > 6t, in % yoy]

	Actual 2015	Forecast 2016
Europe	+4%	+3%
USA	+12%	-3%
Brazil	-42%	+0%
China	-24%	+6%
World	-7%	+3%

Source: IHS, March 2016

Agricultural market outlook 2016 by our main customers

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

Source: *) John Deere industry forecast as of Feb. 19, 2016 ***) AGCO Group preliminary market outlook 2016 as of Feb. 02, 2016

GRAMMER GROUP – OUTLOOK 2016

Further growth and higher profitability expected in 2016



GRAMMER Group – Outlook 2016:

- GRAMMER expects a continuation of the volatile and challenging market conditions in 2016, particularly in the relevant commercial vehicle markets. However, we are confident of being able to successfully address these challenges thanks to our global footprint and ongoing process improvements.
- Moderate increase in revenues from GRAMMER's core businesses expected. Including the initial consolidation of REUM Group, GRAMMER expects revenues to increase to more than 1.6 billion Euros.
- Based on higher Automotive revenues and positive effects of last year's optimization activities, GRAMMER expects higher contributions to earnings from both divisions in 2016.
- In this context, GRAMMER expects a higher Group EBIT and a moderate margin improvement compared to the previous year.

ON THE MOVE



Backup Information

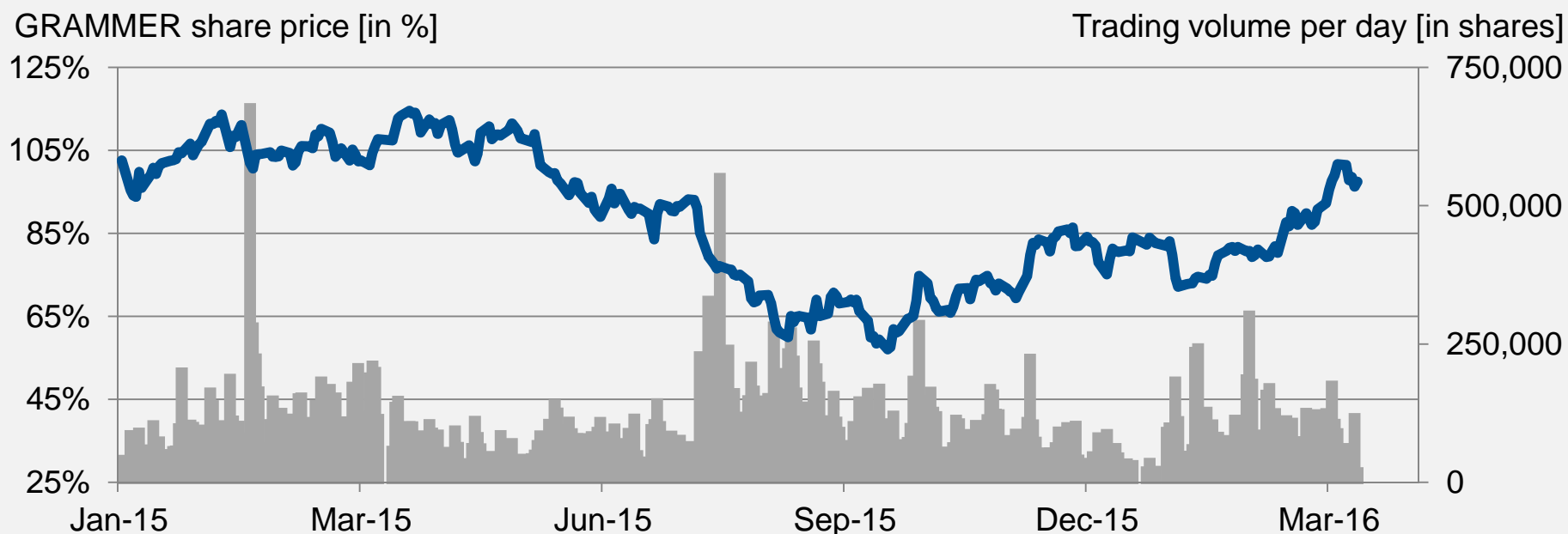


GRAMMER AG – SHARE PRICE DEVELOPMENT

After volatile development in 2015, ongoing recovery in 2016 with high volumes



Share price development January 2015 – March 2016



ISIN	DE000589540
WKN / Code	589540 / GMM
Number of shares	11,544,674
Market cap. [March 2016]	375 € million
Ave. trading volume / day	110,000 shares
Index	SDAX

Halog	10.22%
Wynnefield	5.17%
Luxempart	5.02%
EQMC	5.01%
Dimensional	5.01%
Universal	3.33%

GRAMMER GROUP – FINANCIAL KEY FIGURES

5-year development



[IFRS, in € million]

	2015	2014	2013	2012	2011
Group Revenue	1,425.7	1,365.9	1,265.7	1,133.0	1,093.5
EBITDA	83.2	93.7	92.3	78.1	76.9
EBITDA-Margin	5.8%	6.9%	7.3%	6.9%	7.0%
EBIT	42.7	57.0	58.0	49.0	49.4
EBIT-Margin	3.0%	4.2%	4.6%	4.3%	4.5%
Profit after taxes	23.8	33.6	29.6	26.8	22.1
EPS in €	2.10	3.09	2.67	2.38	2.02
Total Assets	992.0	836.5	766.0	668.8	625.2
Equity	253.4	231.8	224.7	210.3	211.2
Equity-Ratio	26%	28%	29%	31%	34%
Net Financial Debt	155.5	86.7	93.2	76.5	92.1
Gearing Ratio	61%	37%	41%	36%	44%
Capex (w/o M&A)	47.9	51.5	46.8	39.0	37.6
Depreciation	40.5	36.7	34.3	29.1	27.5
Employees (Dec. 31)	11,397	10,700	10,082	8,620	8,726

Financial Calendar 2016

Annual Report 2015:	March 30, 2016
Analyst & Press Conference:	March 30, 2016
Interim Report Q1/2016:	May 09, 2016
Annual General Meeting:	May 11, 2016
Interim Report Q2/2016:	August 10, 2016
Interim Report Q3/2016:	November 09, 2016

Investor Relations Contact

Ralf Hoppe
VP Investor Relations, Communications,
Marketing & Strategic Product Planning

Phone: +49 (0)9621 66 2200

Fax: +49 (0)9621 66 32200

Email: investor-relations@grammer.com

Internet: www.grammer.com/investor-relations

This presentation has been prepared by Grammer AG solely for investor meetings in March and April 2016. It has not been independently verified. It does not constitute an offer, invitation or recommendation to purchase or subscribe for any shares or other securities issued by Grammer AG. Nor shall any part of it form the basis of, or be relied upon in connection with, any contract or commitment whatsoever.

Therefore, neither Grammer AG nor any of its affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss that may arise from any use of this document or its contents, or which otherwise results from this document.

This presentation includes assumptions, estimates, forecasts and other forward-looking statements, including statements about our beliefs and expectations regarding future developments as well as their effect on the results of Grammer. These statements are based on plans, estimates and projections currently available to the management of Grammer. Therefore, these statements are only valid for the date on which they are made, and we assume no obligation to publicly update them in the light of new information or future events. Furthermore, although management is of the opinion that these statements and their underlying beliefs and expectations are realistic, no guarantee can be given that the expected developments and effects will actually occur. Many factors may cause the actual development to be materially different from the expectations expressed here. Examples of such factors include, but are not limited to, changes in general economic and business conditions, fluctuations in currency exchange rates or interest rates, the launch of competing products, the lack of acceptance of new products or services and changes in business strategy.