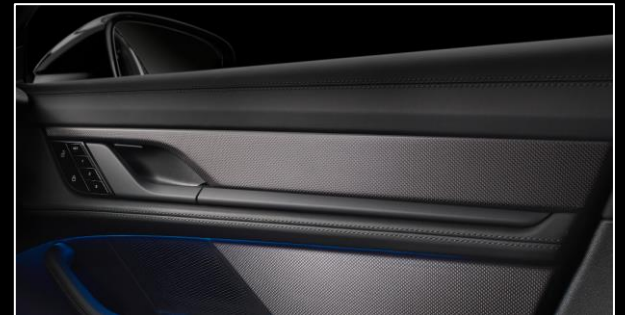




June 2023

# Capital Market Presentation



We supply the very best cars in the world



# The Novem difference at a glance



## Full product offering

- Genuine wood
- Aluminium
- Carbon
- Premium synthetics
- Function & lighting



## Global footprint

- 12 locations worldwide (Europe, Americas, Asia)
- c.5,500 employees



## Sustainability

- Targets on greenhouse gas neutrality<sup>1</sup>
  - 2025: Germany
  - 2030: Europe
  - 2035: Global



## Superior growth

- c.8% revenue CAGR over the past 15 years<sup>3</sup>



## Highly attractive financials

- 14-15% target Adj. EBIT margin<sup>4</sup>



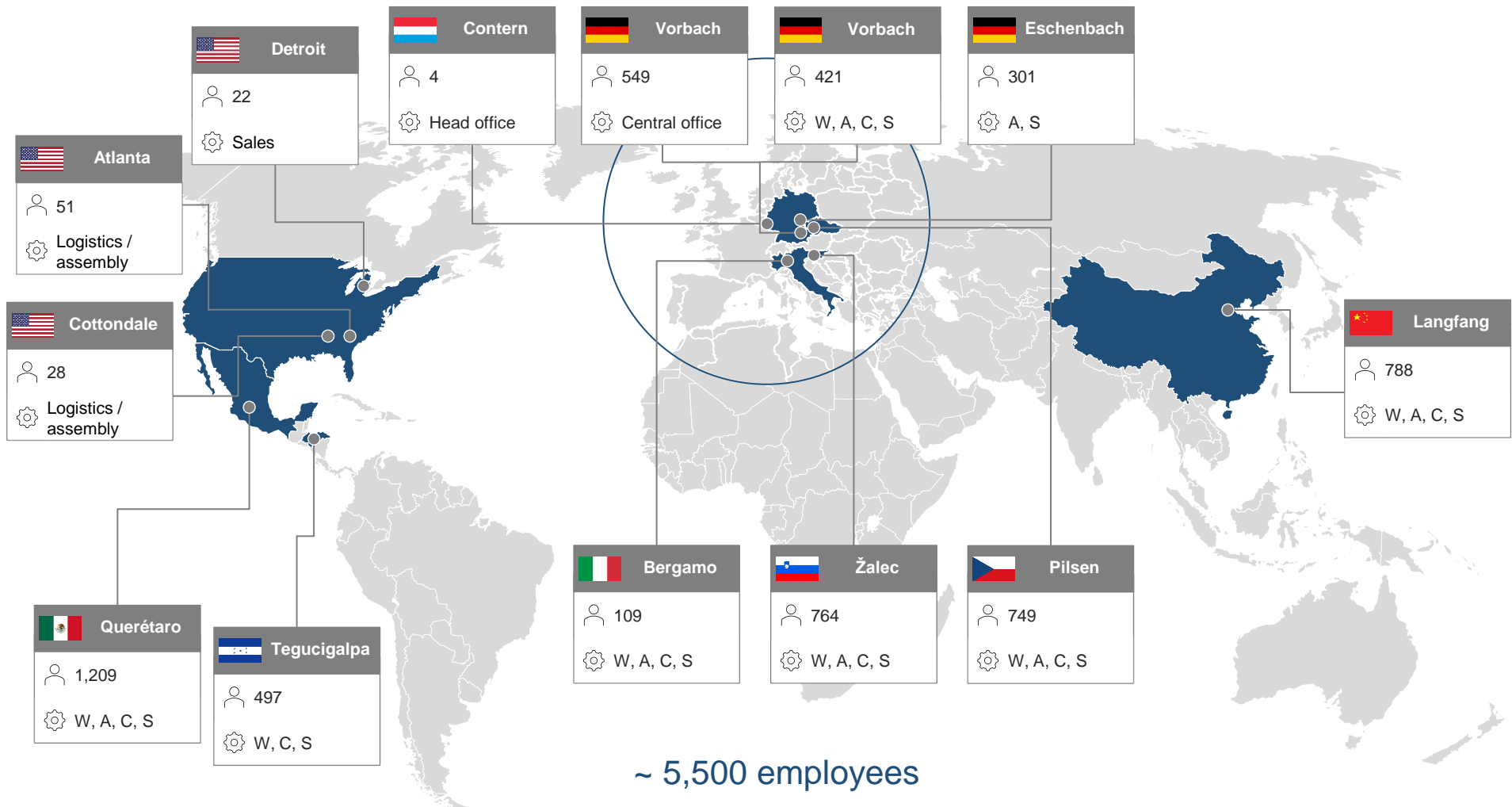
## High barriers to entry



- 48% share of wallet<sup>5</sup> on average for Novem's top three customers in 2020

## The global #1

- 46% market share and >2x the size of next player<sup>2</sup>
- 100% premium focus

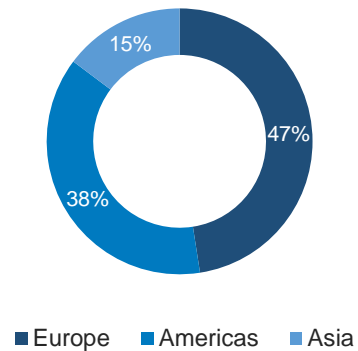
# Strategic footprint serving global premium platforms



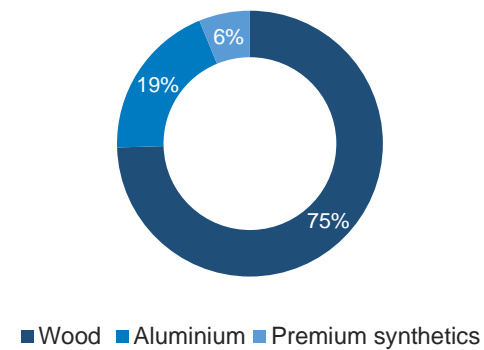
 # of employees
  Materials
 W = Wood   A = Aluminium   C = Carbon   S = Synthetics

# Insights into Novem's revenue

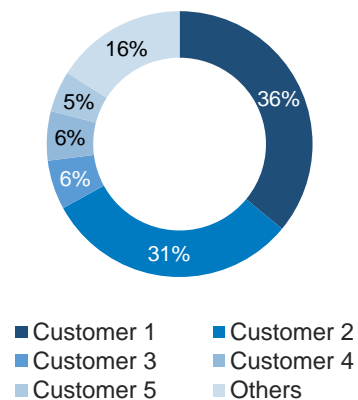
By geography<sup>1,2</sup>



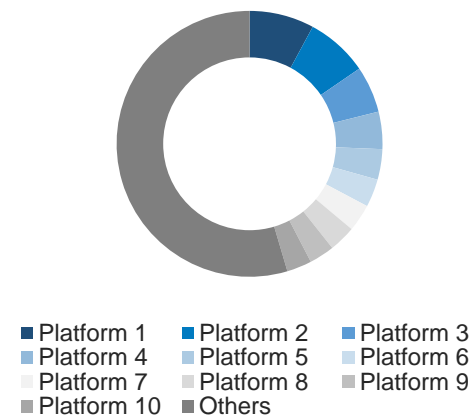
By surface product<sup>1</sup>



By OEM<sup>3</sup>



By platform<sup>3</sup>





## Products at a glance – with style and sophistication



- 1 Door panel**  
Trim element front & rear  
Door handle  
Speaker grill

- 2 Instrument panel**  
IP centre stack  
IP driver & passenger  
Air vent bezel

- 3 Centre console**  
Display bezel  
Cup holder lid  
Console lid front & rear  
Trim armrest

- 4 Special parts**  
Back panel (seat)  
Hat rack  
Roof handle  
Lighting & function

>100 platforms

c.4 million sets

c.28 million pieces

## Novem – a unique business case

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The global #1



100% premium exposure



High barriers to entry



Technology, quality and innovation leader



Ultimate purchase driver



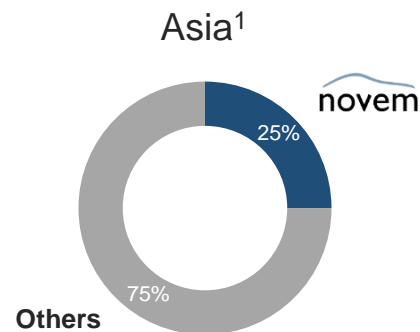
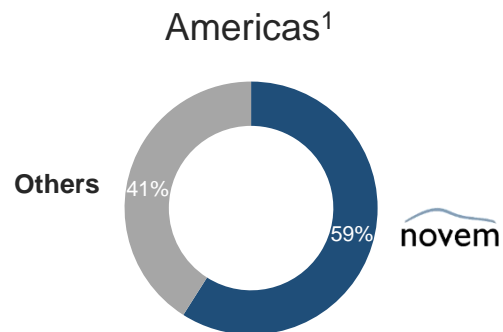
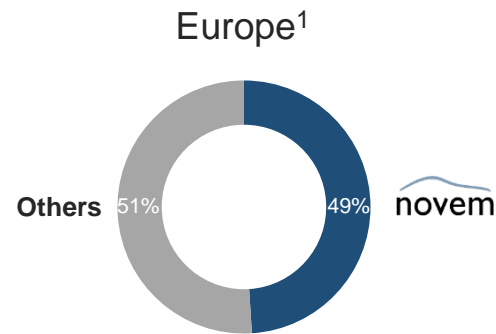
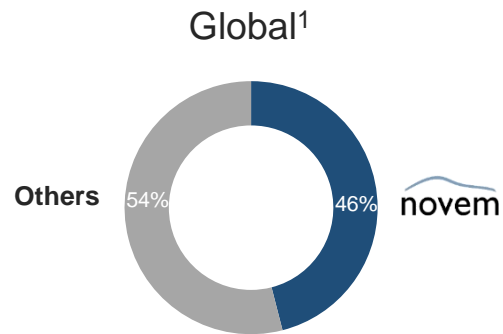
Clear vision and path for future value creation



Highly attractive financial performance



## Novem as the global #1



**>2x larger**  
than next competitor

**Market leader**  
in all 3 key regions

**One of only 2**  
truly global full-liners

**Only player**  
of scale in its niche





## 100% premium focus: key profit centre for OEMs

### Market segments – powertrain agnostic

Regions	Americas	Europe	Asia	RoW			
Vehicle segments	Passenger cars (A-C)	Passenger cars (D-F)	Sport cars	SUVs	Pickups	Vans	Motor homes / caravans
OEM categories	Volume brands	Lower-end premium brands	Premium brands	Super-premium brands	Luxury brands <sup>1</sup>		
Decorative trim surfaces	Wood	Aluminium	Carbon	Premium synthetics	Leather	Smart surfaces	Interior lighting

■ Primary focus   ■ Secondary focus   ■ Adjacent segments

Note: <sup>1</sup> Ferrari, Bugatti, Lamborghini – i.e. low volume ultra high-end luxury vehicles

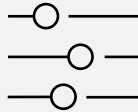


## Barriers to entry allow only top suppliers to be successful

Quality and  
innovation



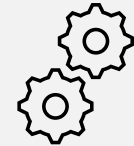
Customer  
embeddedness



Scale



Complex  
manufacturing  
process and  
know-how



Comprehensive  
product portfolio



Ramp-up time and  
investment

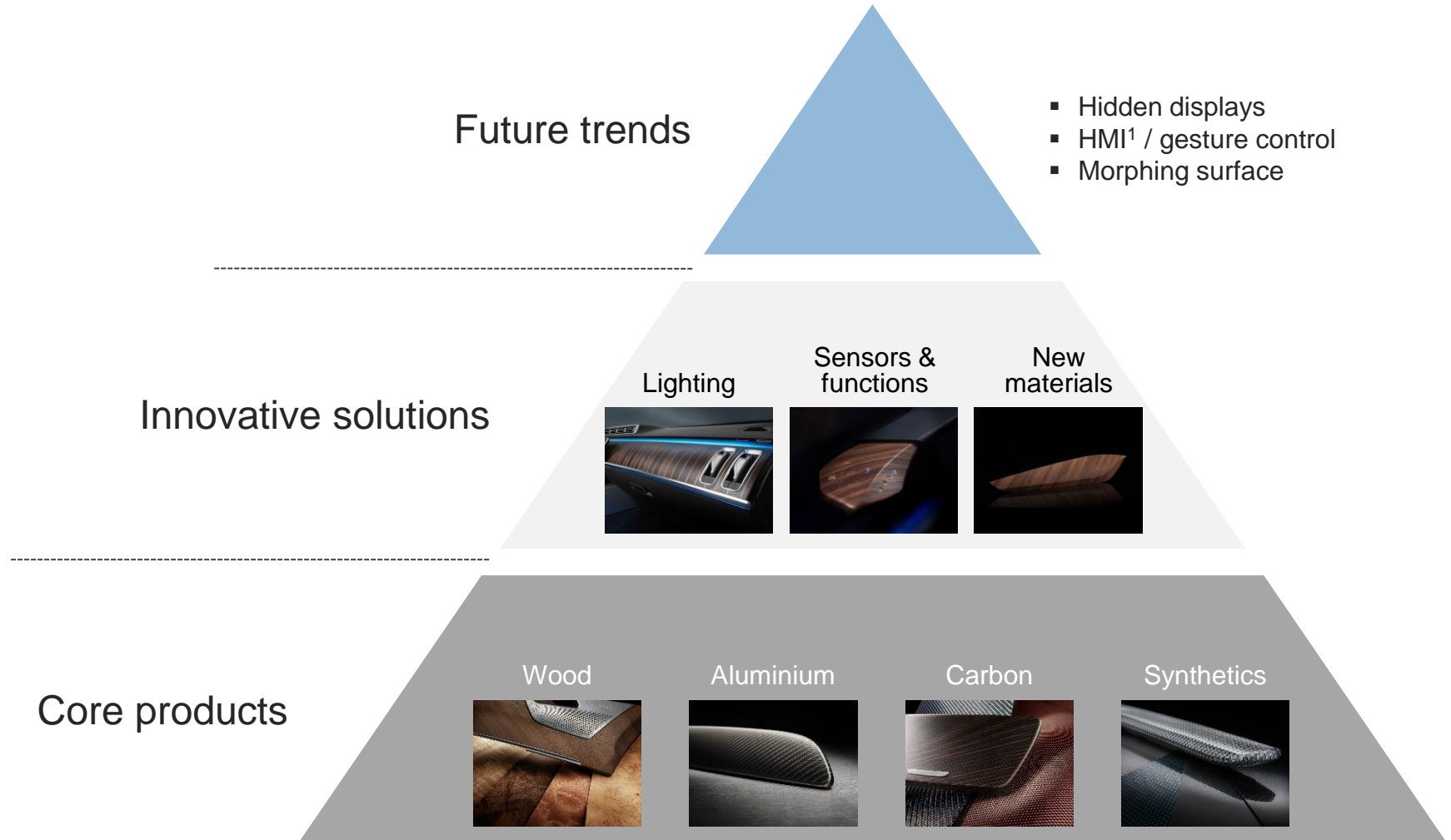


Long sales,  
development and  
SOP cycles



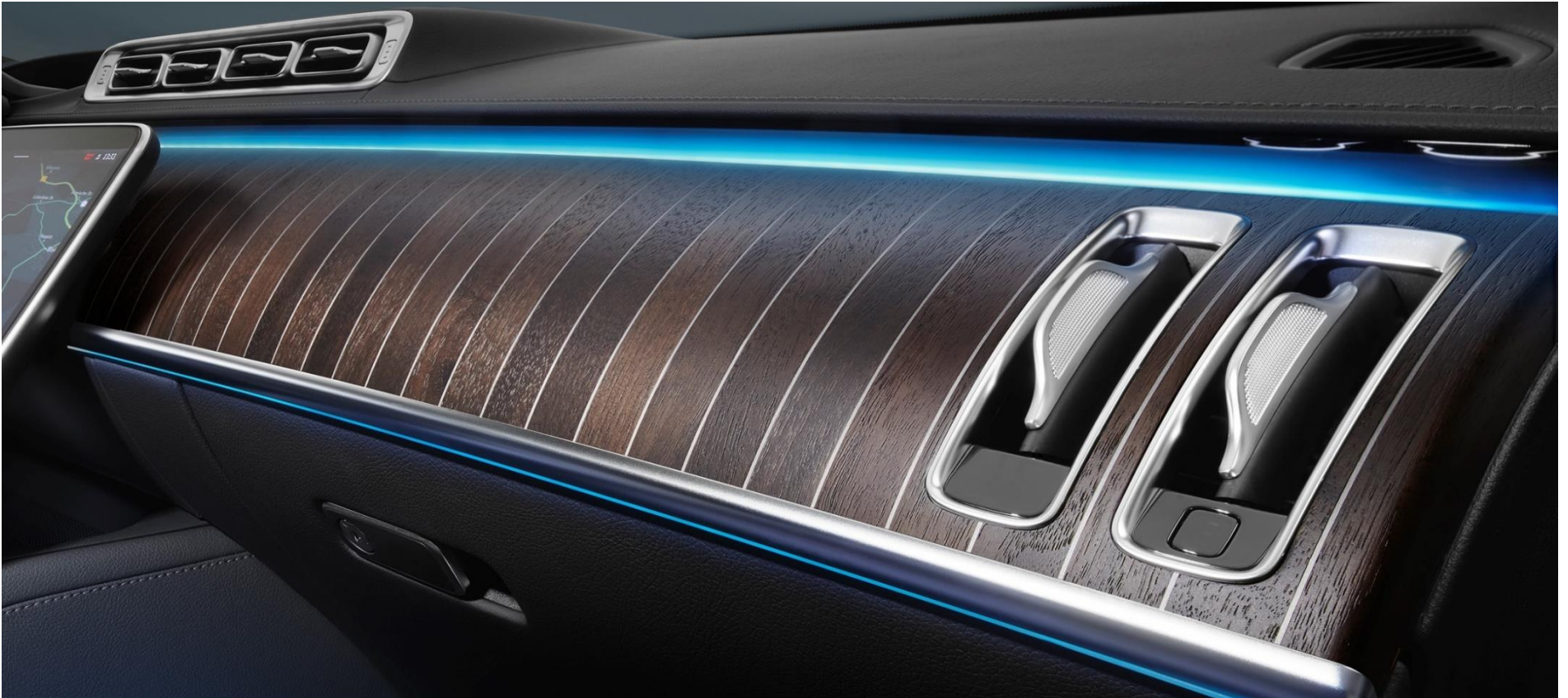


# Novem is driving the future of premium











## Active buyer decision: luxury aesthetics you can touch and feel



- Premium trim elements are one of the key differentiators and contributors to premium look and feel of the car
- Key profit center for OEMs as upgrade options deliver significant margins



## Key megatrends expected to drive future growth

	Megatrend	Examples	Impact
	Tech-integration	<ul style="list-style-type: none"><li>▪ New design and comfort features (lighting, sensors, electronics)</li></ul>	++
	Premiumisation / Individualisation	<ul style="list-style-type: none"><li>▪ New high-end materials (e.g. glass, stone, textiles, leather, hygienic materials)</li></ul>	++
	Digitalisation	<ul style="list-style-type: none"><li>▪ Decorative interior trim elements increasingly intertwined with digital UX (screens, infotainment, new services / apps)</li></ul>	+
	Electrification	<ul style="list-style-type: none"><li>▪ Electric vehicles expected to have more interior surface (fewer buttons)</li></ul>	+
	Autonomous driving	<ul style="list-style-type: none"><li>▪ Gives more importance to decorative interior trim elements</li></ul>	+
	Smart transportation	<ul style="list-style-type: none"><li>▪ Next generation mobility or ridesharing expected to create demand for new solutions</li></ul>	-



## Further growth with existing and new customers



### New customers<sup>1</sup>



### Premium OEMs<sup>2</sup>



Europe

### New customers<sup>1</sup>

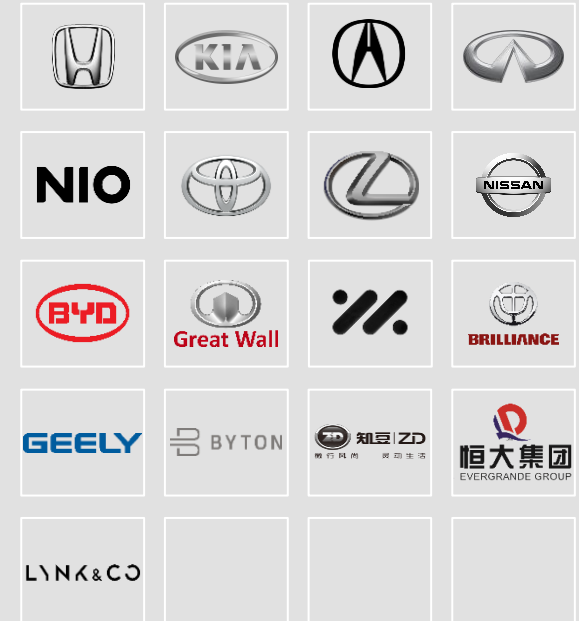


### Premium OEMs<sup>2</sup>



Americas

### New customers<sup>1</sup>



### Premium OEMs<sup>2</sup>



Asia





## Financials show highly attractive profile

in € million	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
<b>Income statement</b>					
Revenue	711	652	603	615	700
Adj. EBIT	126	94	86	81	82
Adj. EBIT margin (%)	18%	14%	14%	13%	12%
Adj. EBITDA	153	124	117	112	114
Adj. EBITDA margin (%)	21%	19%	19%	18%	16%
<b>Cash flow</b>					
Capital expenditure	39	30	16	19	18
Capital expenditure as % of revenue	5%	5%	3%	3%	3%
Free cash flow	75	85	90	65	85
<b>Balance sheet</b>					
Trade working capital	68	47	50	41	53
Total working capital	143	127	125	127	124
Net financial debt	320	258	258	166	123
Net leverage (x Adj. EBITDA)	2.6x	2.2x	2.2x	1.5x	1.1x

# Novem ticks all the boxes for a best-in-class automotive supplier



## Track record of organic growth

- c.8% revenue CAGR (FY 2004/05 until FY 2019/20)<sup>1</sup>



## Continued market outperformance

- 5-6% revenue growth<sup>2</sup>



## Strong profitability

- 14-15% target Adj. EBIT margin<sup>2</sup>



## Proven resilience through the cycle

- 100% premium exposure



## High visibility on future development

- Clear visibility given high share of awarded business



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