



PARAGON

paragon GmbH & Co. KGaA
Capital Markets Day
November 9, 2020

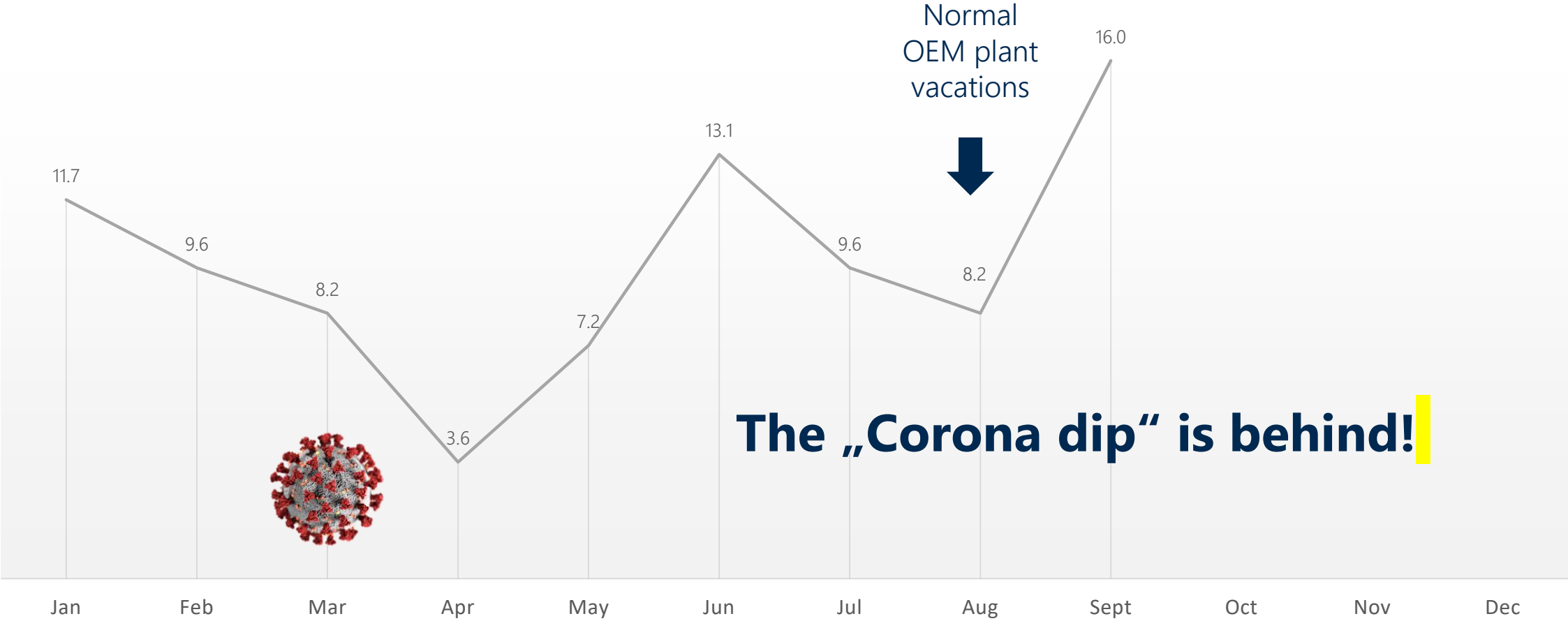
Agenda

- ▶ paragon: an automotive supplier as technology provider
- ▶ The paragon 2021
- ▶ driving perfection – five fields of activity
 - _ spotlight Breathe & Protect
 - _ spotlight See & Assist
- ▶ paragon @ 2023
- ▶ Q&A

GROUP INTERIM STATEMENT
AS OF SEPTEMBER 30, 2020
NINE MONTHS

“Sales growth by far more than 9% in third quarter compared to prior year”

“paragon achieves strongest third quarter for automotive in company’s history”



The „Corona dip“ is behind!



Q3 Figures at a Glance

Revenues

Q3/2019 30.9 MEUR $\xrightarrow{+9,4\%}$ Q3/2020 33.8 MEUR

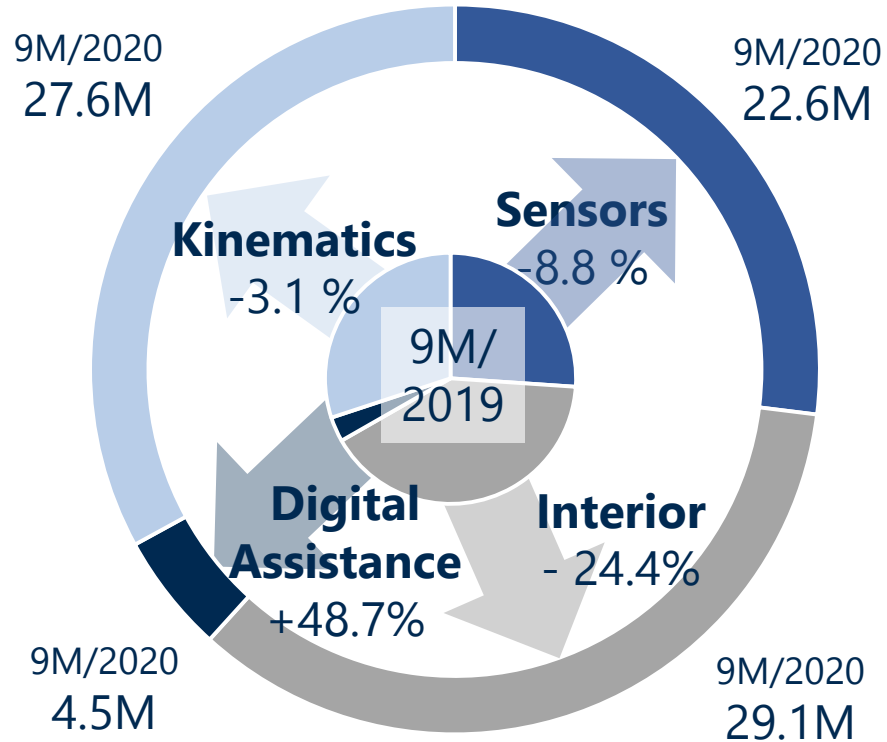
9M/2019 94.9 MEUR $\xrightarrow{-11.7\%}$ 9M/2020 83.8 MEUR

EBITDA

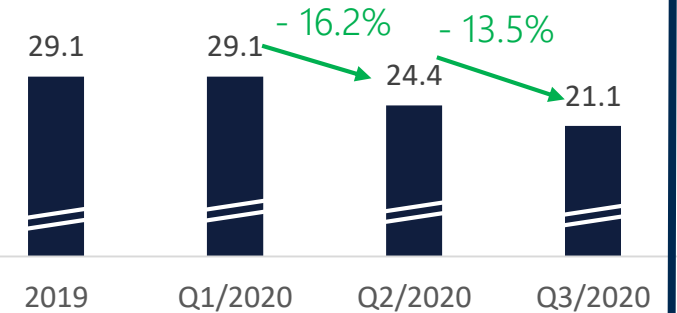
Q3/2019 3.3 MEUR $\xrightarrow{+24,2\%}$ Q3/2020 4.1 MEUR

9M/2019 8.5 MEUR $\xrightarrow{-11.8\%}$ 9M/2020 7.5 MEUR

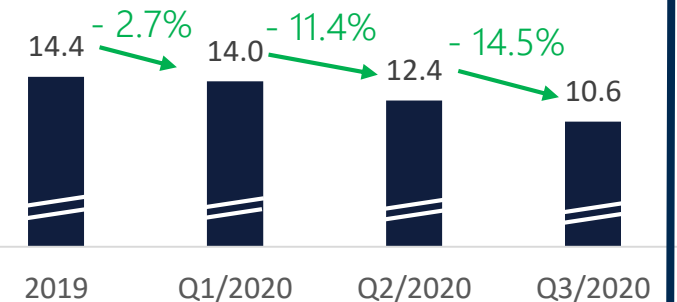
Revenue Share Business Units after 9M/2020



Inventories



Receivables



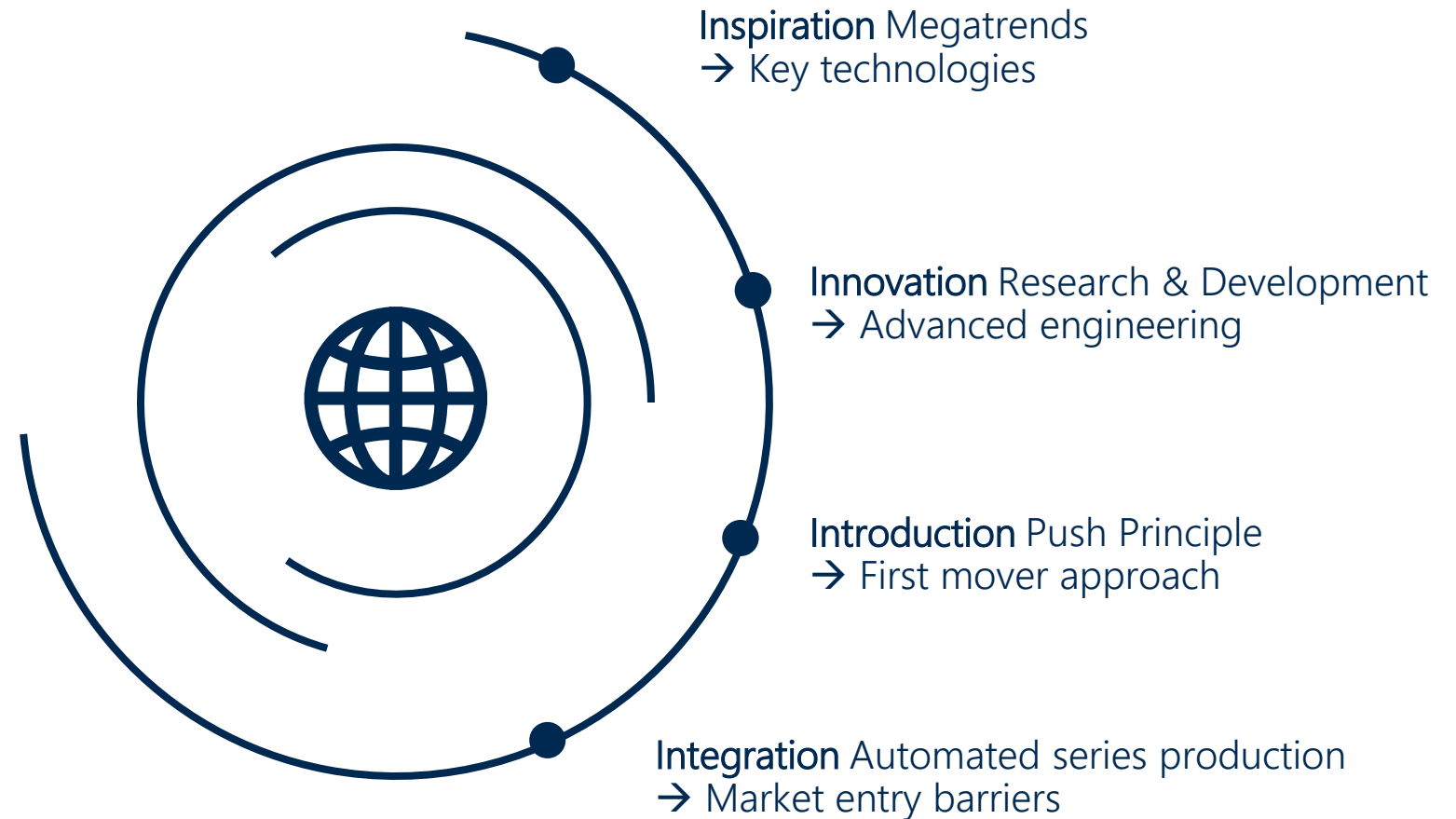
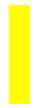
Free cash flow

Q3/2019 -2.8 MEUR $\xrightarrow{\quad}$ Q3/2020 1.9 MEUR

9M/2019 -29.6 MEUR $\xrightarrow{\quad}$ 9M/2020 2.7 MEUR



Robust Business Modell as Success Factor



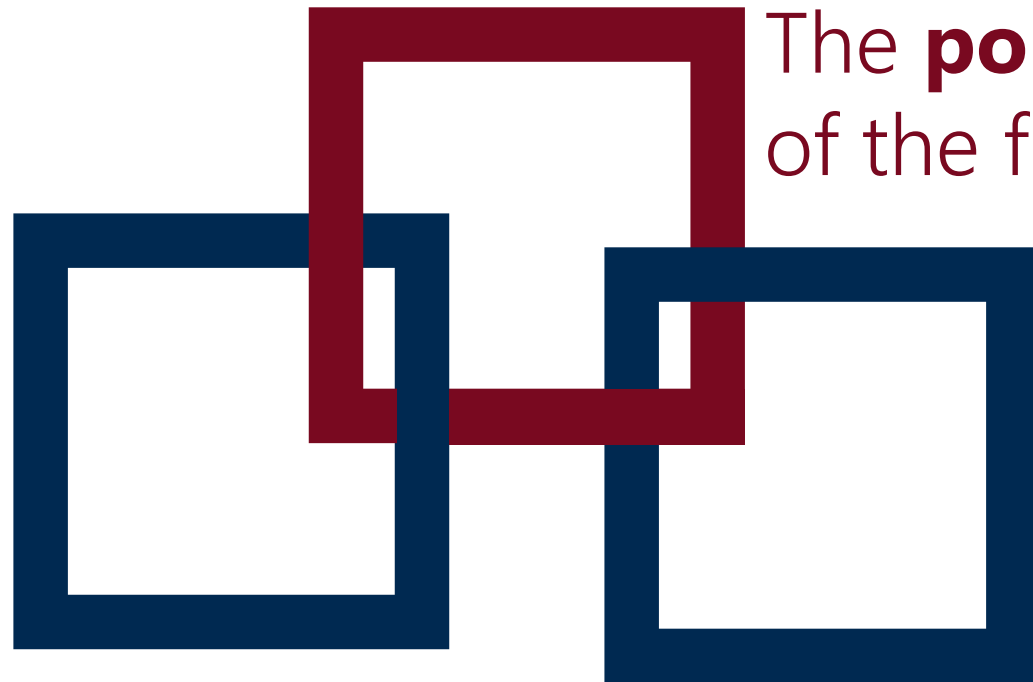


**paragon Automotive – Technology Provider
for the Mobility of Tomorrow**



The paragon 2021 - re-inventing paragon

The new
approach



The **portfolio**
of the future

The new **footprint**

Breathe
& Protect

See
& Assist

Move
& Support

Listen
& Act

Feel
& Relax

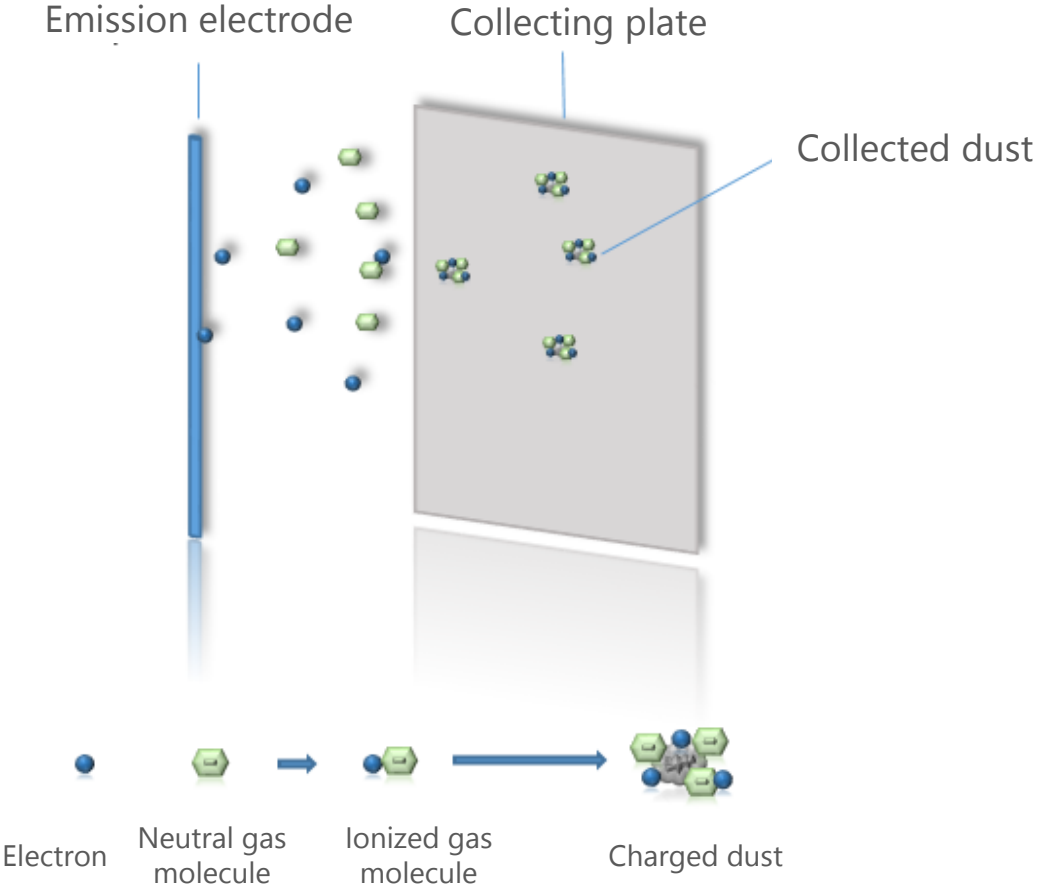
Spotlight: Breathe & Protect

Particle Filter Dustprotect

Up to 10x faster cleaning of the vehicle interior from fine dust and even **viruses** by electrostatic principle



Spotlight: Breathe & Protect



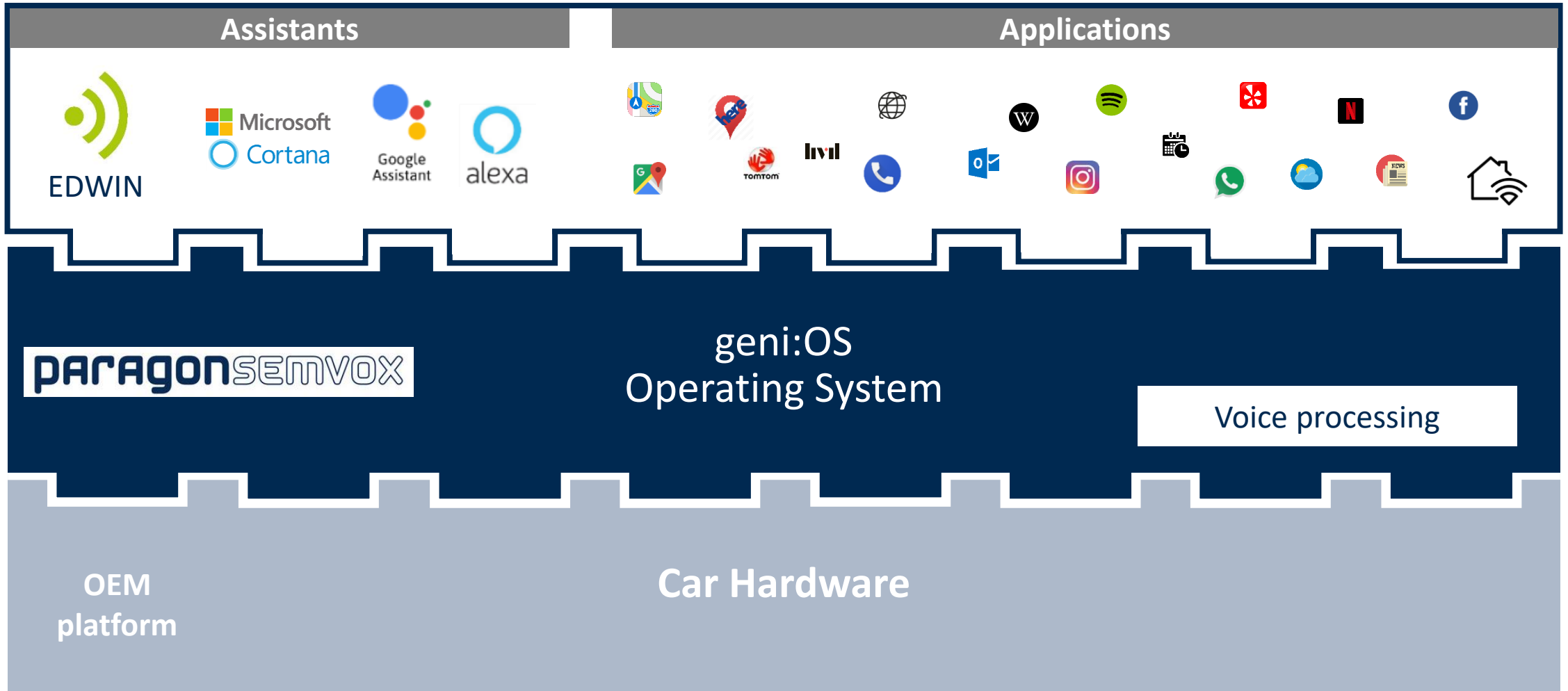
Spotlight: See & Assist

Companion-like Assistant EDWIN

- ✦ **Empathic System Behavior** – the system adapts to the user and reduces the need for explicit interaction
- ✦ **Controlled Proactivity** – the assistant can take the initiative when it is required
- ✦ **Build-in privacy** – all data remain with the customers



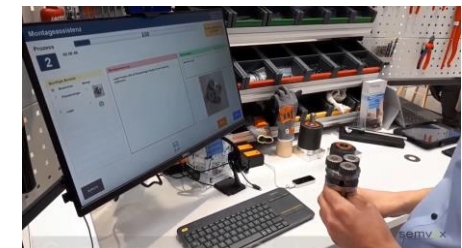
Spotlight: See & Assist



Spotlight: See & Assist

Application scenarios

- In-car companions/assistants
- Office/productivity assistance
- Assistance in med-tec and care-taking
- Assistance in industry and logistics
- Assistance in complex processes
- Assistance in service robotics



The paragon 2021 - re-inventing paragon



paragon @ 2023

Products



Portfolio has shifted to global opportunities



Customers

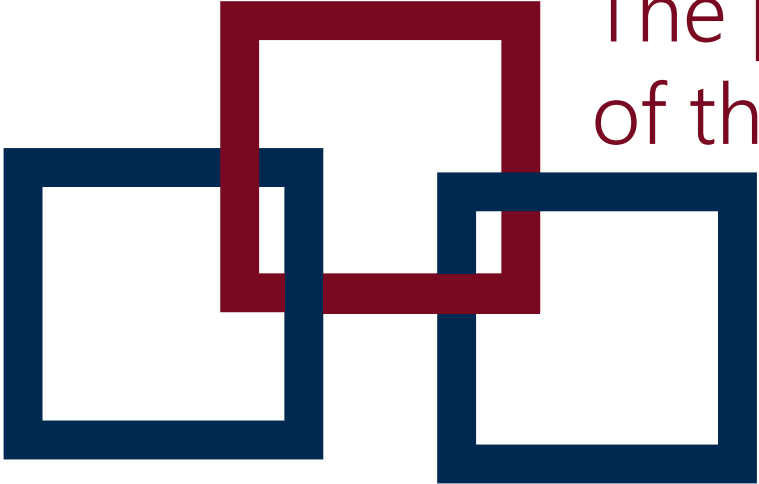
The **portfolio** of the future



The new **approach**



Organizational structure meets new approach

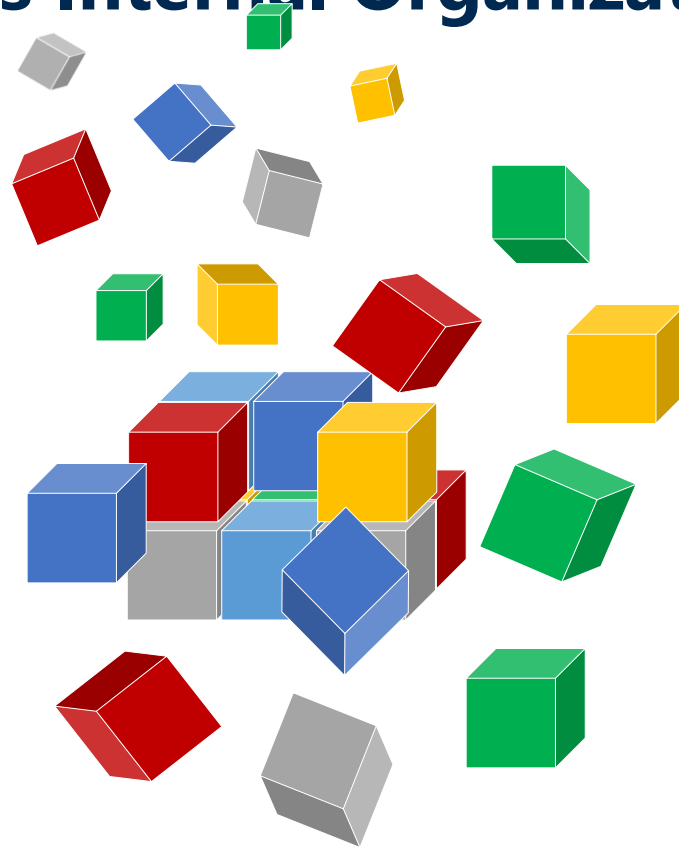


The new **footprint**



Map of locations fitting to future requirements

Today's Internal Organization in Business Units



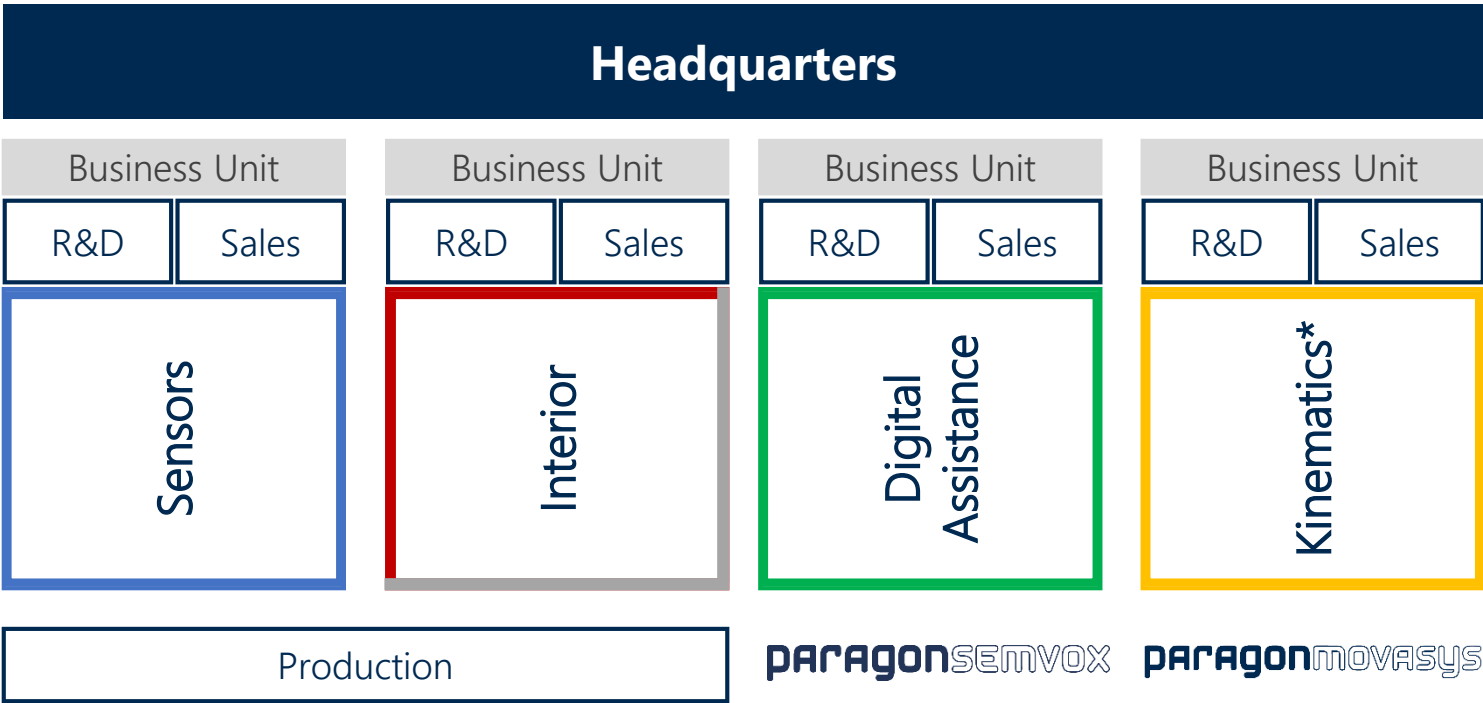
Digital Assistance

Sensors

Kinematics

Interior

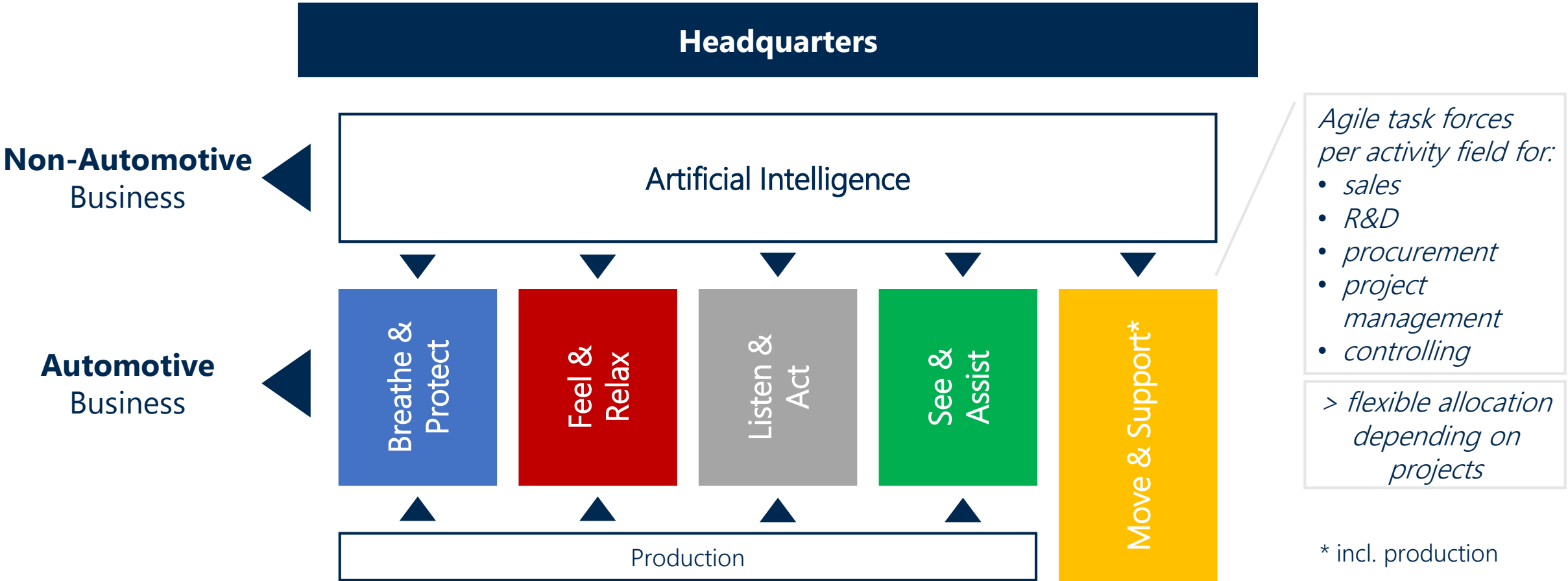
Today's Internal Organization



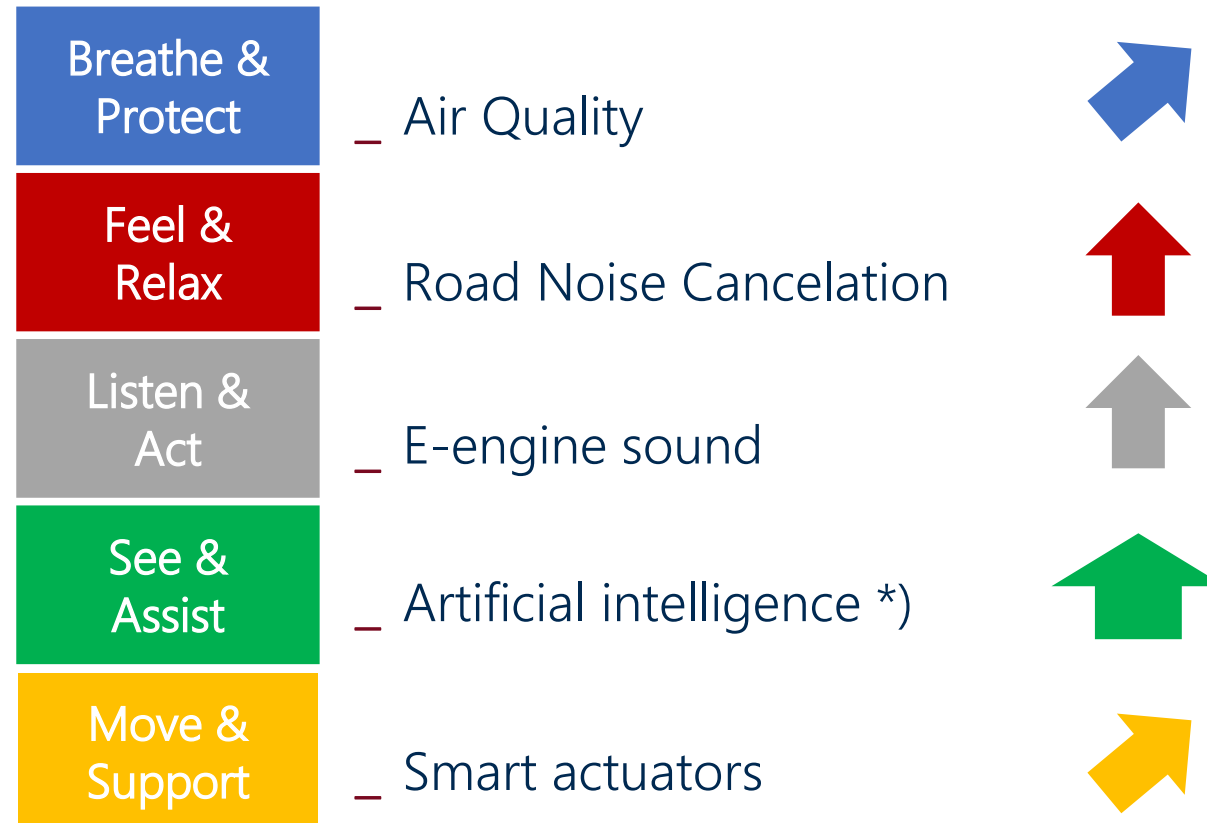
Status Quo
Each business unit with own R&D and sales

* incl. production

Organizational Structure @ 2023



Product Categories with highest Growth Potential @ 2023



*) Incl. non-automotive

Levelling Revenue Split



German OEMs

80%

60%



Non-German European OEMs

10%

20%



US OEMs

5%

10%



Asian OEMs

5%

10%

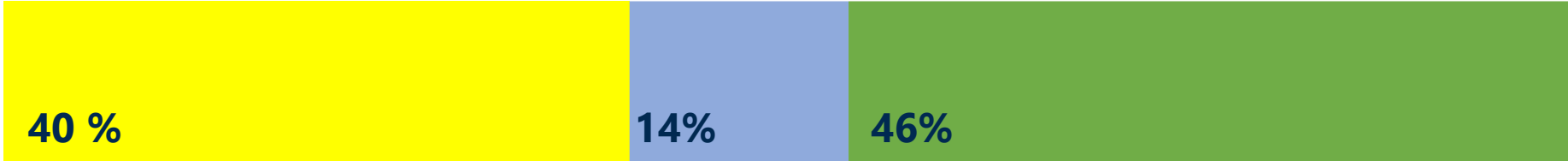


2020

@ 2023

Distribution Sales Markets *)

2020

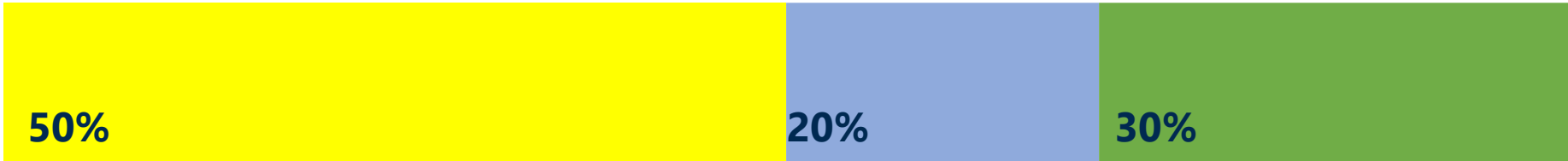


▼ **China**

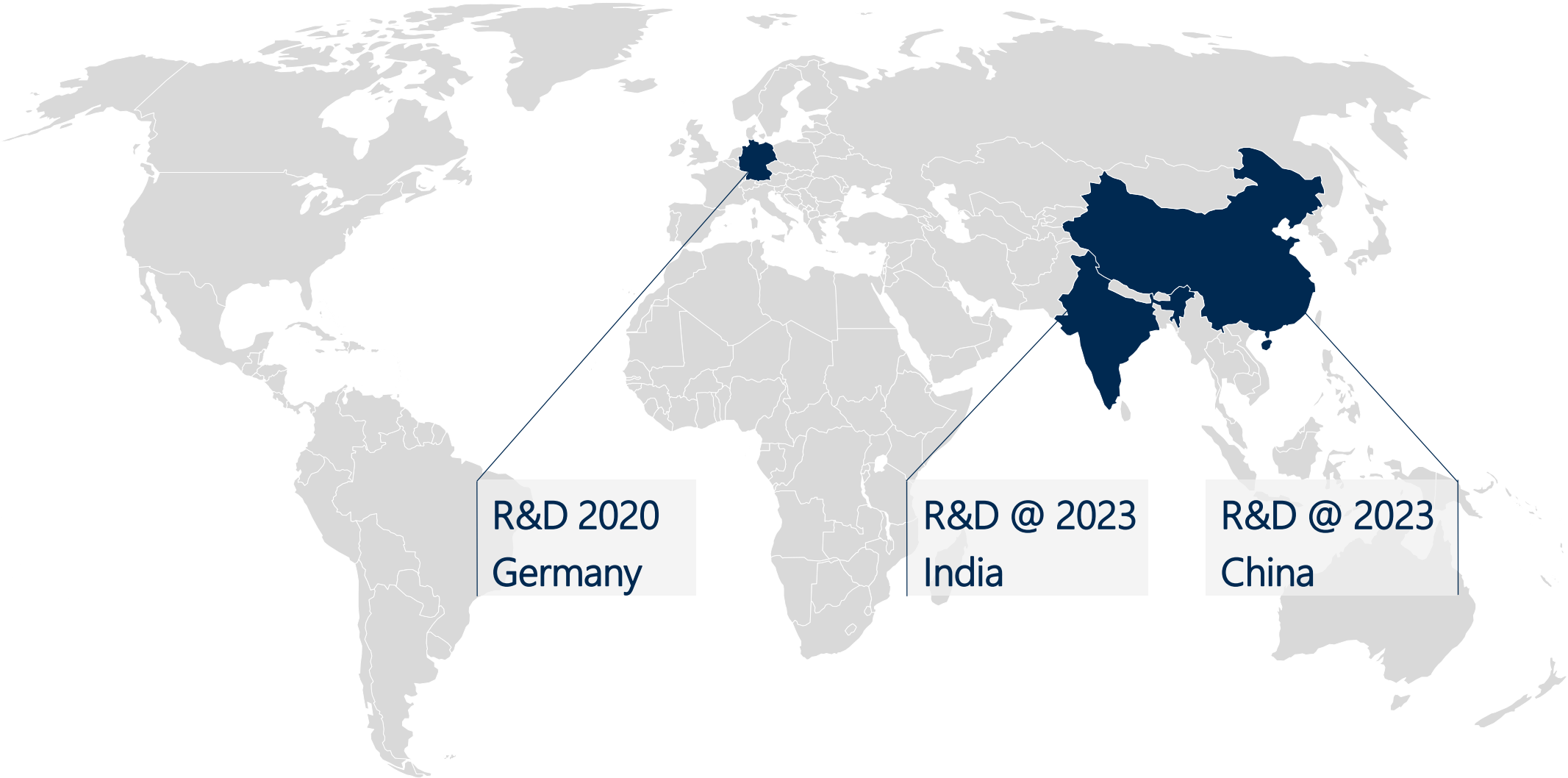
▼ **USA**

▼ **Europa**

@ 2023



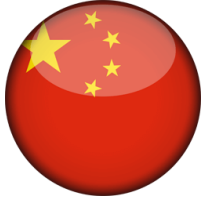
*) Direct and indirect sales



**Production
2020**



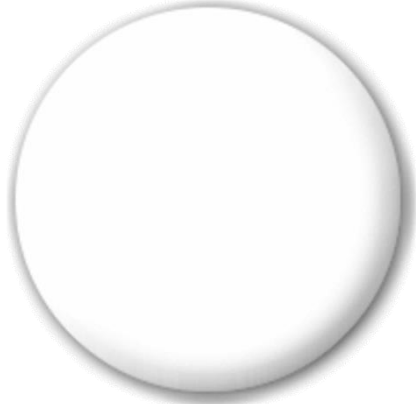
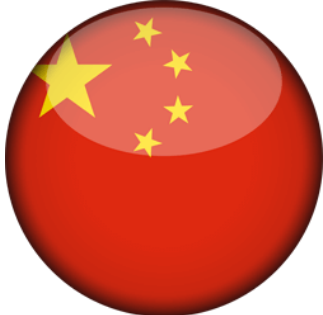
Germany



China

Best-Cost-Country

**Production
@ 2023**



The background is an abstract, motion-blurred image with a color palette of deep blues, purples, and whites. The lines are curved and create a sense of depth and movement, resembling a tunnel or a high-speed path.

PARAGON®

paragon GmbH & Co. KGaA

Artegastraße 1
33129 Delbrück

Tel.: +49 (0) 5250 9762 - 141

E-Mail: investor@paragon.ag