



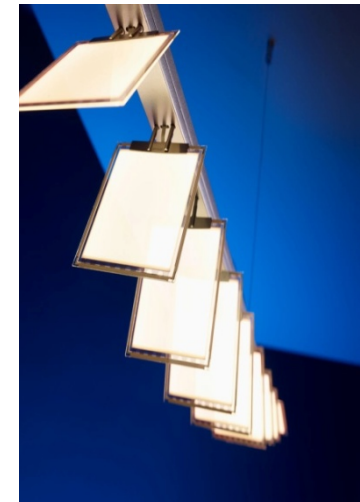
Europe's Re-Industrialization Problem ?

Gildas Sorin, CEO Novaled AG

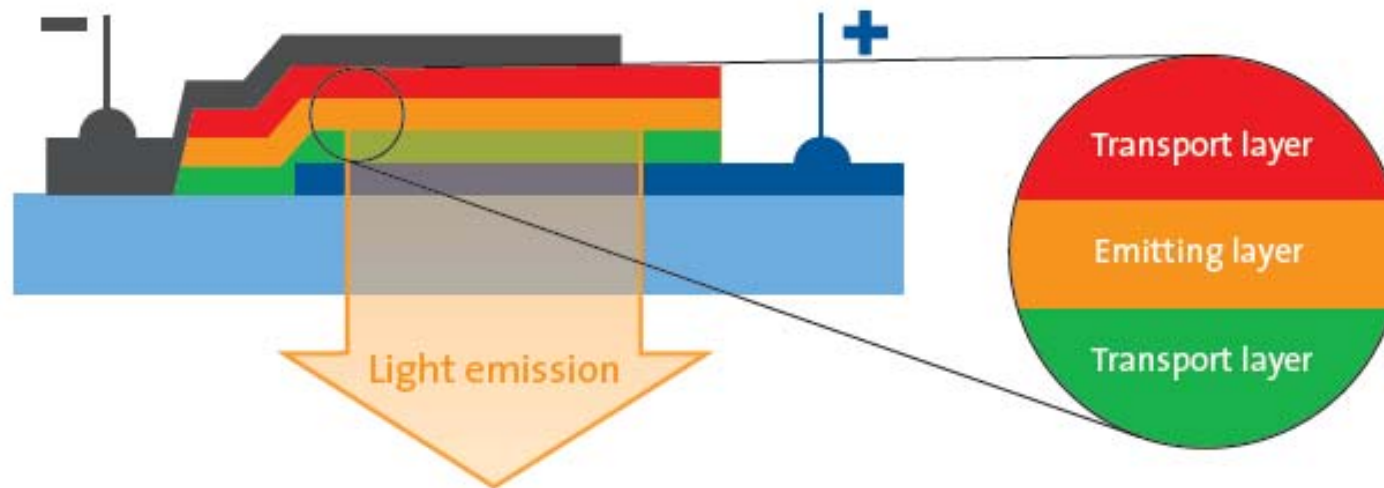
**Annual Symposium of the Centre for Strategic Analysis
Paris, 24 September 2012**

Who is Novalled?

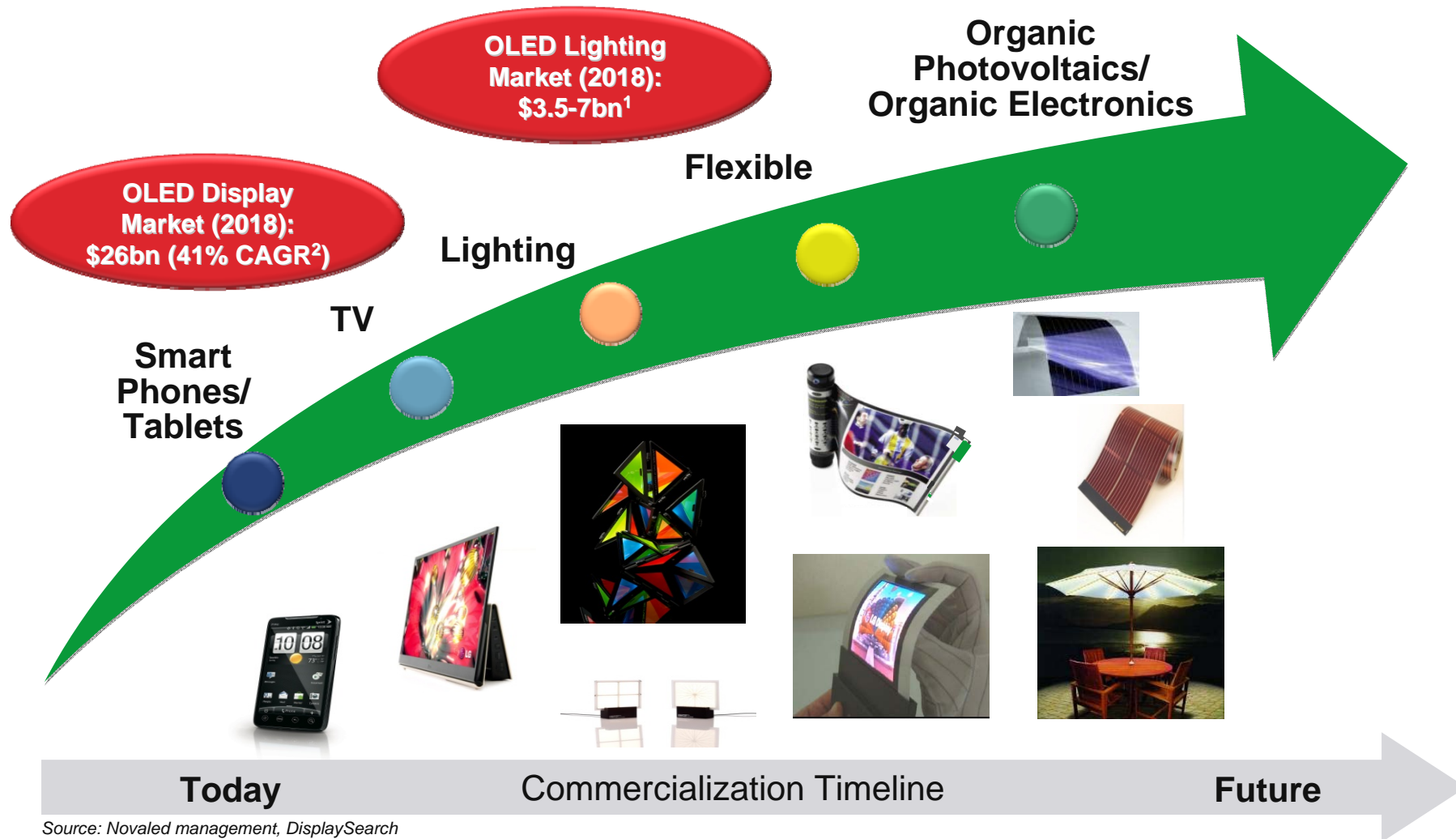
Key Materials Supplier and IP Holder (Novalled PIN OLED® Technology) for the Rapidly Growing OLED Flat Panel Display and Developing Lighting Markets



What is an OLED?



What is the OLED Opportunity?



Source: Novaled management, DisplaySearch
1. Novaled estimate. 2. CAGR from 2010 to 2018.

Some thinking

- > **Industrialization or production lines**
- > **Industrialization = job creation?**
- > **Globalization: nothing new**
- > **The 120 million French**
- > **The product before the production**



Some barriers to growth and internationalization

- > **USP**
- > **Customer Satisfaction**
- > **Quality**
- > **Mobility**
- > **English**

Create the OLED Revolution



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