



MUTARES

Capital Markets Day

20 October 2020

1 Guidance – Invest in Europe’s most active Turnaround Entrepreneur

MUTARES

Robin Laik, CEO, founder and major shareholder

Guidance – Invest in Europe’s most active Turnaround Entrepreneur



Agenda for today

- 1** Guidance – Invest in Europe's most active Turnaround Entrepreneur
- 2** Group Financials
- 3** Inside: BEXity - Austrians Logistics Partner
- 4** Inside: Donges Group - Success Story from Acquisition to Harvesting
- 5** Inside: keeper Group - Premium Household Products
- 6** Guidance – Invest in Europe's most active Turnaround Entrepreneur

Mutares Guidance & Investment Strategy

Long term value creation across European special situations

1) Grow consolidated group revenues to EUR 3.0bn by 2023

Mutares aims to take a leading share in the EU special situations market by growing consolidated group revenues of portfolio companies to EUR 3.0bn after disposals with a diverse early, late & non-cyclical focus

2) Increase holding revenue and profit in accordance with group growth strategy

Mutares targets to increase holding revenues relevant for shareholders to EUR 100 million by 2023 with holding profit of EUR >60 million by 2023

3) Deliver uncorrelated sector leading investment returns across all cycles

Mutares aim is to deliver 7-10 x ROIC over a medium investment cycle of 3-5 years, thereby significantly outperforming the broader private equity industry with a focus on special situations in the European midmarket

4) Target long term dividend growth with base dividend of EUR 1.00

Mutares Holding confirms the EUR 1.00 dividend for FY 2020 while targeting significant additional payout potential through exit proceeds

5) Aim for the leading Private Equity turn around investor in Europe

Mutares enables leading special situation exposure in Europe while targeting to double its operations team from 70 to 140 people by 2023 in the key business hubs

Clear identity and strong track record

Mutares means unrivaled private equity carve outs

OUR IDENTITY

Mutares creates value by transforming risks into opportunities and success.

OUR MISSION

Mutares targets to become the European leader in turnaround investments.

OUR VISION

Mutares wants to be “first in mind, first in choice” in the private equity world.

OUR GOAL

Mutares aims to maximize shareholder value and high dividend yield.

OUR VALUES

Entrepreneurship, Integrative Management, Sustainability & Personal Integrity.

€45m

dividends

distributed in the
last 3 years

€1.8bn

revenues

Annualized planned
in 2020

7-10x

ROIC

cash returned to
the Holding

12x

transactions

Accomplished in
2020

>€35m

consulting

revenues

Run-rate 2020

€3bn

revenues

set as target for
2023

Mutares is a reliable partner, entrepreneur and investor

Actively driven turnaround process in our companies through board & operations

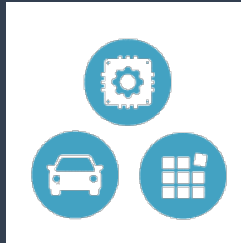
Turnaround
hero



Local
approach &
global
benefits



Function &
industry-
specific task
forces



Mid-sized
companies

Sales of
EUR
50 – 500
million

Solid
dividend
capacity



Integrated
ESG criteria

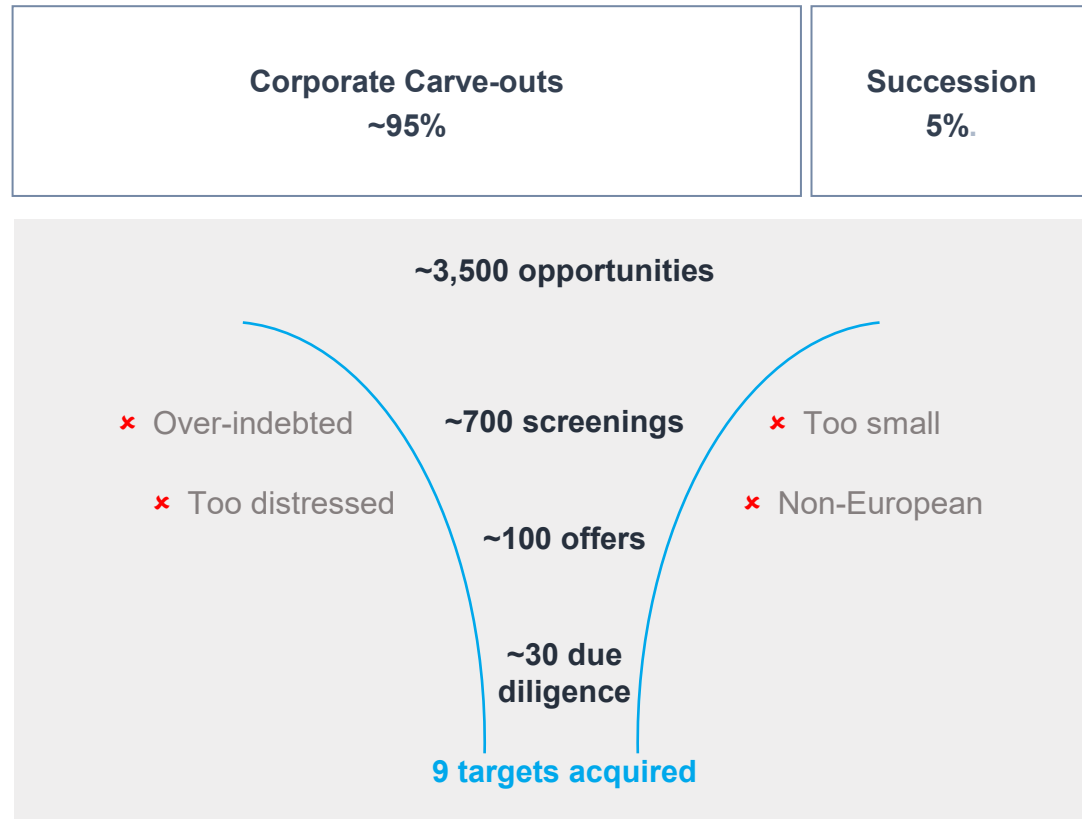




Mutares unlocks value creation opportunities

Our offices already secured nine buy-side transactions in 2020 with sensational hit-rate

Acquisition pipeline YTD 2020



Offices YTD 2020



*Madrid to be opened in Q4 2020

Portfolio – European transaction focus with global operational footprint

19 Companies – thereof 6 new platforms acquired in 2020



Automotive & Mobility



Rubber mouldings

Acquired in 2009 from Diehl Group



Tier1 supplier of truck composites
Acquired in 2013 from Autoneum Group



Cable trees & harnesses

Acquired in 2019 from Deren Group



Safety, locking & joining systems
Acquired in 2019 from a family



Precision machine parts

Acquired in 2019 from Tekfor Group



Sealing & fluid systems

Acquired in 2020 from Cooper Standard



VALMET AUTOMOTIVE

Provider of engineering services
Acquired in 2020 from Valmet Automotive



Engineering & Technology



Energy efficiency & filters

Acquired in 2016 from SPX Group



Construction, roofs & engineering

Acquired in 2017 from Mitsubishi-Hitachi



MRO services for rolling stock

Acquired in 2018 from Knorr Bremse



Coatings for oil & gas pipelines

Acquired in 2012 from Korindo Group



Oxygen free copper drawing manufacturer

Acquired in 2020 from Nexans



Goods & Services



Industry & hygienic coreboard

Acquired in 2016 from Sonoco Group



Household plastic & paper goods
Acquired in 2019 from Wrede Holding



Steel wire applications

Acquired in 2019 from ArcelorMittal



Transport & cargo services

Acquired in 2019 from Austrian Railways



Mail & parcel provider

Acquired in 2020 from PostNL



Lawnmowers & outdoor power products

Acquired in 2020 from John Deere



Nordic Road Services

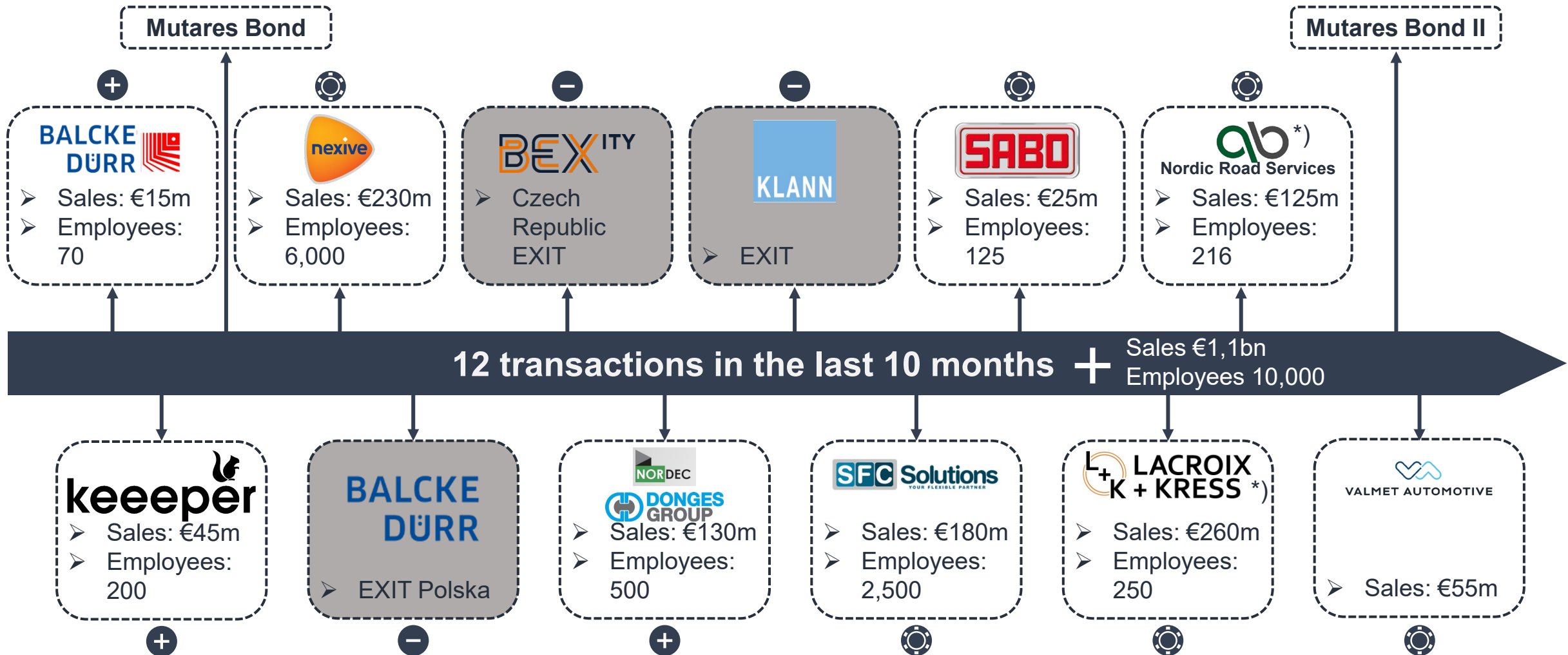
Road operations & maintenance

Acquired in 2020 from NCC

1) Majority shareholder with > 60%; 2) signed in October, closing and rebranding expected in Q4 2020; 3) signed in June 2020, closing expected in Q4 2020;

4) Majority shareholder with 80%; 5) signed in July 2020, closing expected in Q4 2020

Achievements in 2020 so far



*) signed, closing expected in Q4 2020

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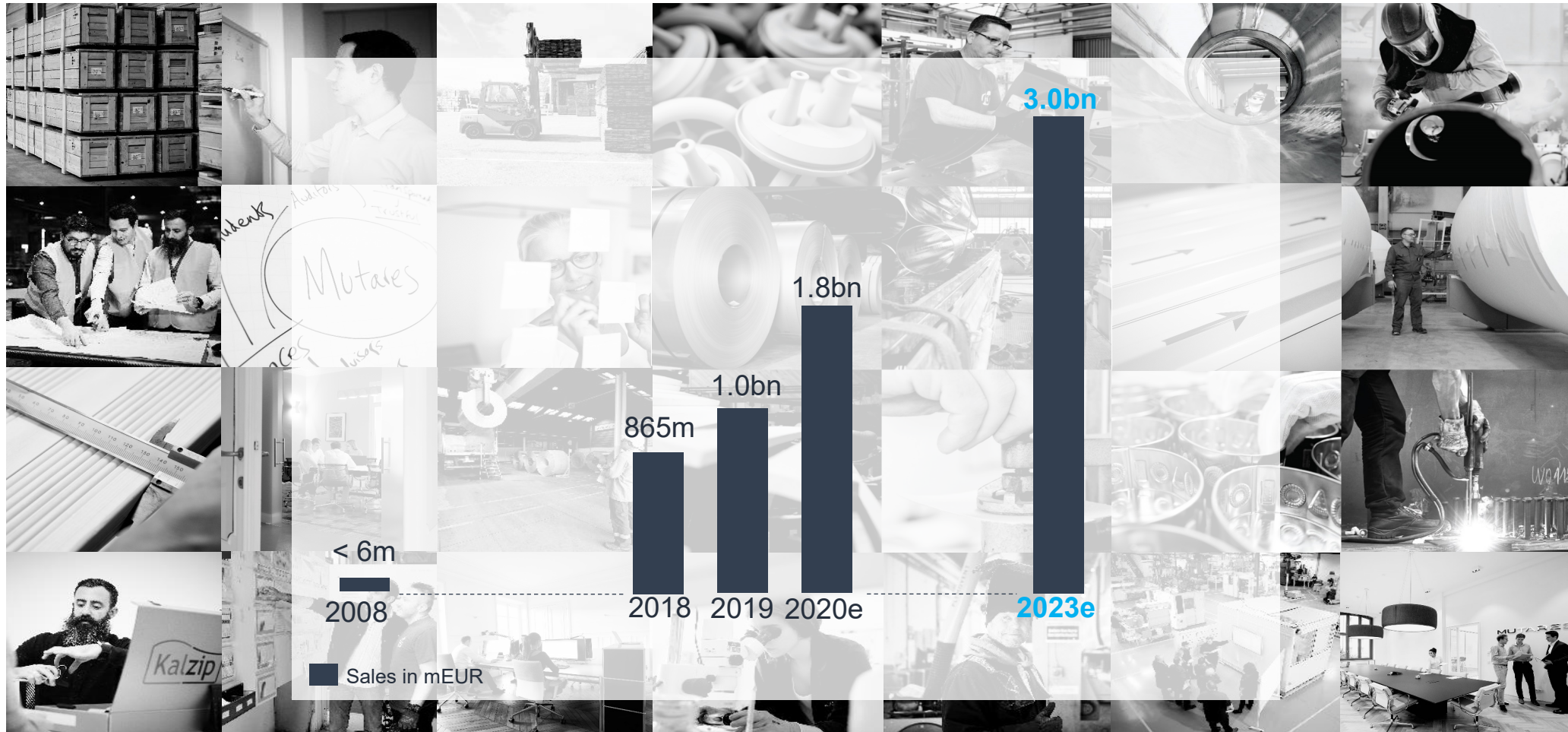
MUTARES

Johannes Laumann, CIO

Guidance – Invest in Europe’s most active Turnaround Entrepreneur



Mutares aims for consolidated revenues of > EUR 3.0 billion in 2023



Sustainable Value Creation at Holding Level

Holding Profit consists of stable base dividend as well as substantial performance dividends based on exit proceeds

Management Fees including all Holding Costs

Consulting Fees

Portfolio Dividend



1% of Mutares Group Revenues



EUR 1.00 Base Dividend

Exit Proceeds including all Transaction Costs

Sales Process Accomplished



7-10x Return on Invested Capital

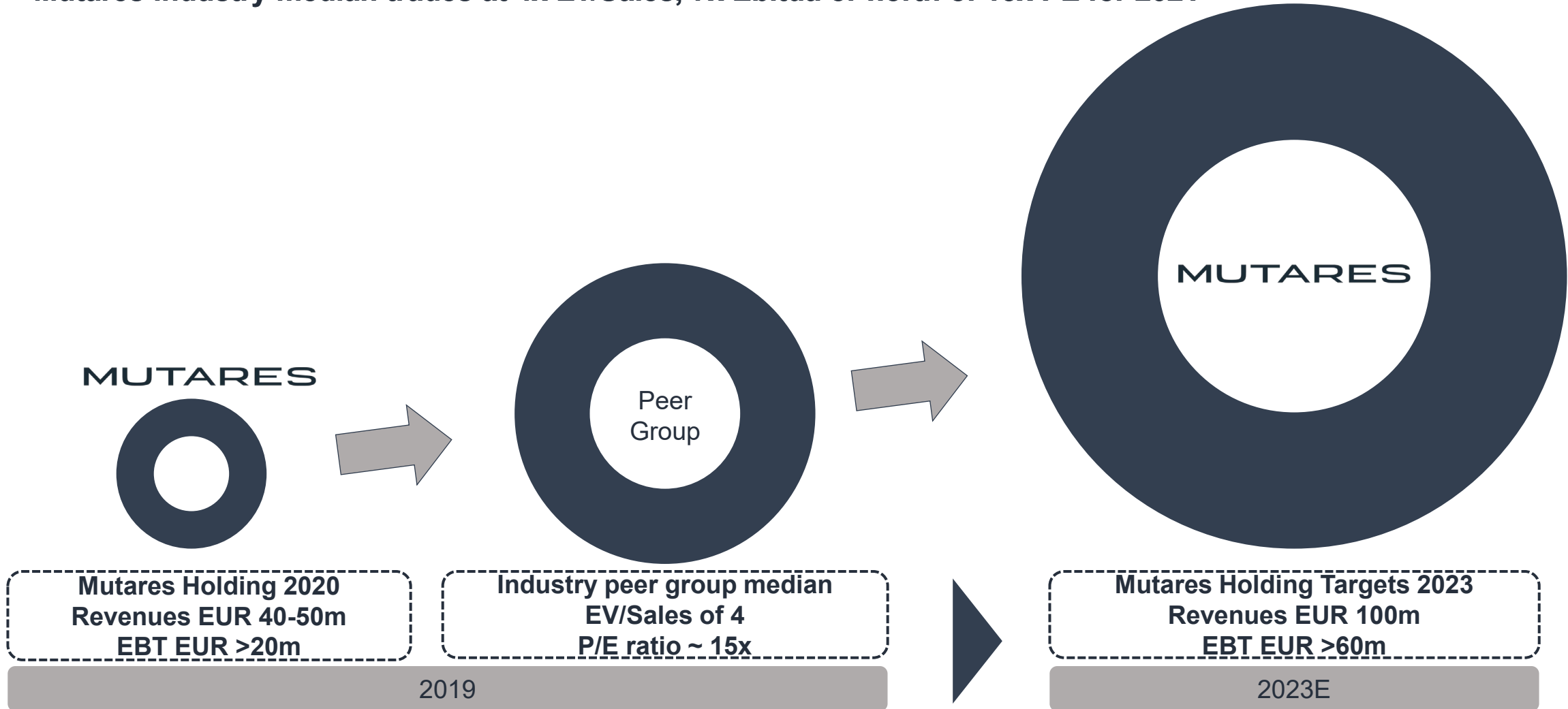


Performance Dividend



Mutares Holding Targets 2023

Mutares industry median trades at 4x Ev/Sales, 7x Ebitda or north of 15x PE for 2021

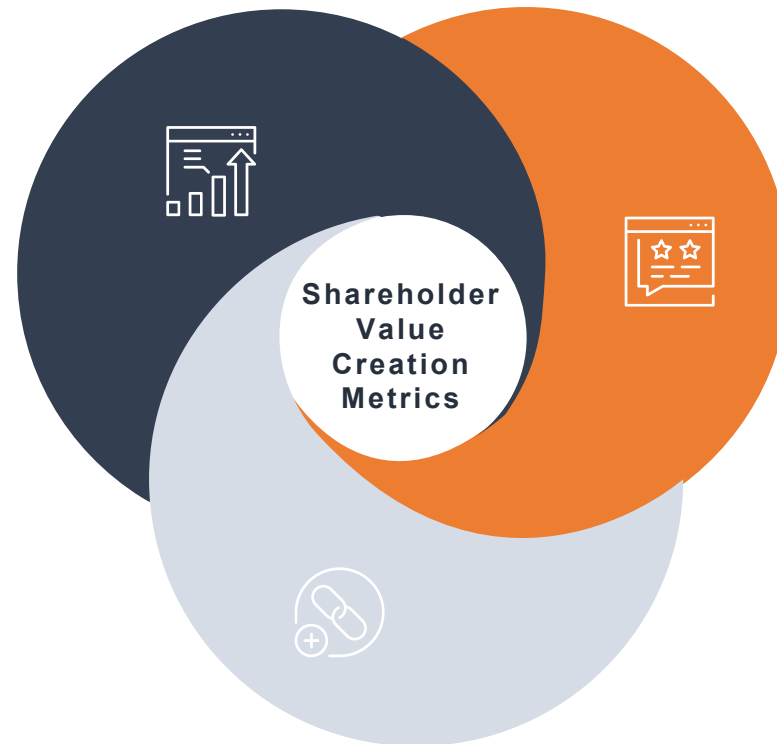


Mutares capital market guidance successfully implemented

Transparent investment strategy targets outstanding cash returns with big potential for investors

Growth

Mutares plans to grow consolidated revenues from EUR 1.1bn in 2019 to EUR 3.0bn in 2023 with an expected Holding Revenue of EUR 100 million.



Return

Mutares targets 7-10 x cash return on invested capital (ROIC) over lifetime of holding period resulting in a Holding Profit of EUR >60 million in 2023.

Dividend

Mutares implements a base dividend of EUR 1.00 and offers performance dividends in terms significant exit will be achieved.

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Mark Friedrich, CFO

Group Financials



Key financial data of the first half of 2020

Revenue growth of 40% due to significant M&A activity compensating negative effects from COVID-19

Group Revenues EUR	Consulting Revenues EUR	Group EBITDA EUR	Group Adj. EBITDA EUR	Group cash & equivalents EUR	Group equity ratio %
620.5m	14.4m	41.5m	-16.7m	109.3m	16.3%
H1 2019 443.2m	H1 2019 8.7m	H1 2019 67.1m	H1 2019 0.0m	31 Dec. 2019 79.7m	31 Dec. 2019 24.5%

Adjusted EBITDA

Newly acquired entities and COVID-19 with negative impact on profitability

mEUR	H1 2020	H1 2019	Δ abs.	Δ in %
EBITDA	41.5	67.1	-25.6	-38.2%
Income from bargain purchases	-65.8	-70.8	-5.0	-7.1%
Restructuring and other non-recurring expenses	9.2	3.7	5.5	>100%
Deconsolidation effects	-1.6	0.0	-1.6	n/a
Adjusted EBITDA	-16.7	0.0	-16.7	n/a

- Reported EBITDA highly influenced by extraordinary effects related to transactions, restructuring and other one-off expenses; Adjusted EBITDA adjusted for these one-off effects
- Effects from COVID-19 are not eliminated and thus negatively impact Adjusted EBITDA
- Three categories of adjustments:
 - Transaction related income from bargain purchases results from platform acquisition of PrimoTECS and in total three add-ons (keeper Tableware, NORDEC and Loterios)
 - Restructuring expenses mainly for severance payments, other non-recurring expenses mainly in relation to the acquisition of the newly acquired entities
 - Three exits (Balcke-Dürr Polska, Klann Packaging and BEXity's activities in Czech Republic) led to a total gain

Segment Financials (1/3)

Automotive & Mobility



mEUR	Q1 2020	Q2 2020	H1 2020	H1 2019
Revenues	124.8	91.6	216.4	214.5
Cost of material	-76.3	-53.3	-129.6	-124.1
Personnel expenses	-38.4	-31.9	-70.3	-60.5
Other expenses	-19.0	-17.5	-36.5	-27.8
EBITDA	34.8	-32.4	2.4	12.5
Adjusted EBITDA	-3.3	-10.5	-13.8	11.0
in % of Revenues	-2.6%	-11.5%	-6.4%	5.1%

Comments

- Due to COVID-19 and despite new platform investments, revenue only at level of H1 2019
- EBITDA benefits from bargain purchase of PrimoTECS
- Decline in Adjusted EBITDA as a result of decreased revenues in the context of COVID-19; further, new acquisitions (KICO, Plati, PrimoTecs) with still negative contributions
- Measures successfully implemented to secure liquidity during lockdown
- Reorganization of STS has been initiated, impairment on fixed assets of BU Acoustics

Segment Financials (2/3)

Engineering & Technology






mEUR	Q1 2020	Q2 2020	H1 2020	H1 2019
Revenues	105.9	135.1	241.6	208.2
Cost of material	-71.1	-91.3	-162.4	-139.7
Personnel expenses	-29.0	-31.3	-60.3	-59.6
Other expenses	-12.5	-14.5	-27.0	-27.6
EBITDA	2.0	21.1	23.1	1.5
Adjusted EBITDA	-4.2	4.9	0.7	-7.2
in % of Revenues	-4.0%	3.6%	0.3%	-3.5%

Comments

- Largest segment in the Group in terms of revenue: increase due to the full-year effect of the add-on acquisitions of Donges Group (NORDEC and FDT) as well as the add-on acquisition of Balcke-Dürr (Loterios) in Q1 2020
- Increase in EBITDA mainly attributable to gain from bargain purchase from the Loterios acquisition
- Improved Adjusted EBITDA due to successful execution of restructuring measures at Donges Group and Gemini
- Balcke-Dürr Group negatively impacted by less activity in Q1 2020

Segment Financials (3/3)

Goods & Services



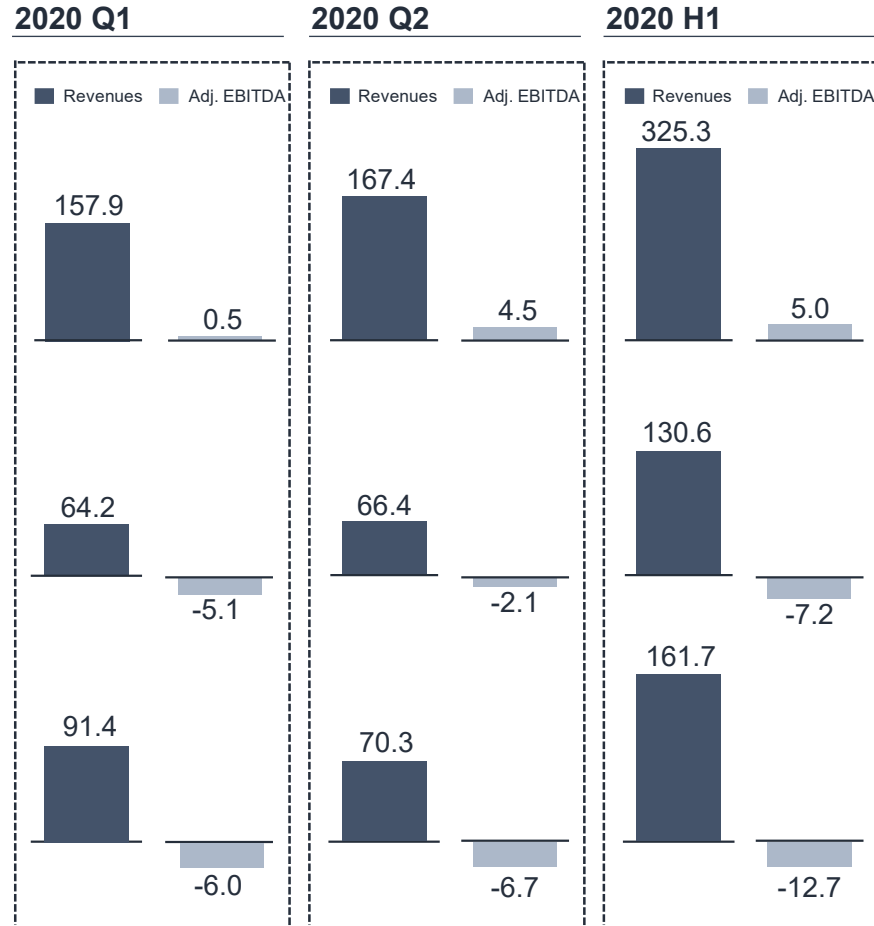
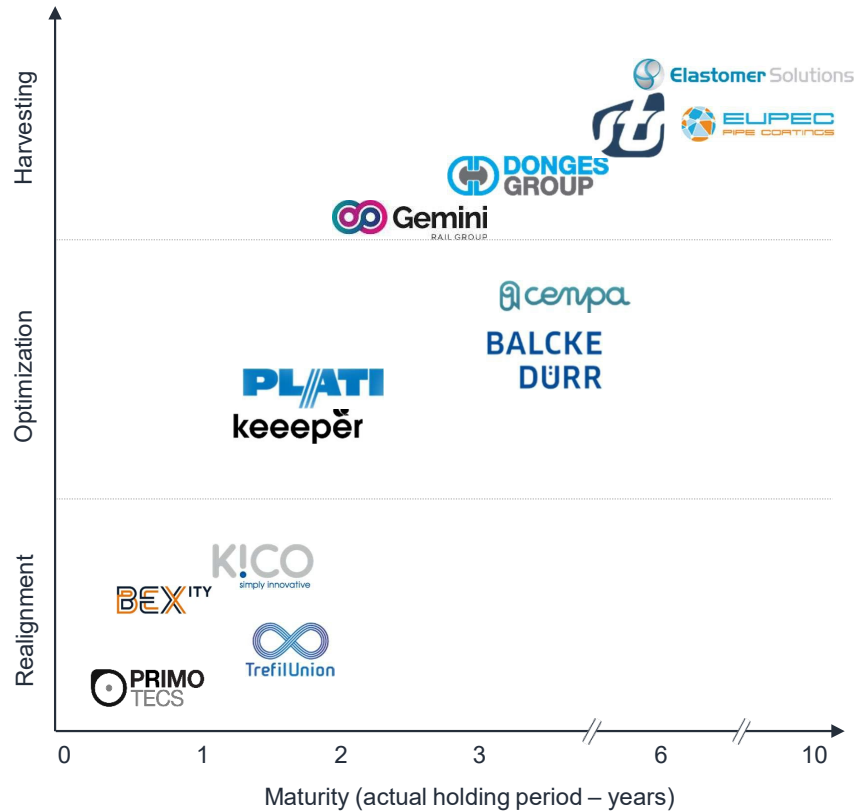
mEUR	Q1 2020	Q2 2020	H1 2020	H1 2019
Revenues	84.9	77.6	162.5	20.5
Cost of material	-51.2	-45.6	-96.8	-13.3
Personnel expenses	-16.4	-17.1	-33.5	-6.3
Other expenses	-18.6	-13.4	-32.0	-4.3
EBITDA	2.6	20.6	23.2	55.9
Adjusted EBITDA	-2.6	1.1	-1.5	-1.7
in % of Revenues	-3.1%	1.4%	-0.9%	-8.2%

Comments

- Substantial increase in revenues due to the acquisition of new platform investments (TréfilUnion, keeper Group and BEXity)
- EBITDA benefits from bargain purchase of keeper Tableware
- All entities except TréfilUnion with positive Adjusted EBITDA contribution; impairment of fixed assets for TréfilUnion
- Restructuring program at BEXity as well as further development of keeper Group (integration of keeper Tableware) on track

Lifecycle Status

Well diversified portfolio along the lifecycle



Comments

- Mutares' portfolio companies usually undergo three operational phases:
 - 1) Realignment: Executing of Restructuring plan
 - 2) Optimization: Enhancement of profitability / Add-on acquisitions
 - 3) Harvesting: Proceeds through dividends or exits
- Due to business model Adjusted EBITDA differs significantly along these three phases
- New platform acquisitions in realignment stage always contribute negatively to Adjusted EBITDA in Mutares' business model
- Re-assessment of Plati, keeper Group, Donges Group, Gemini (all up) and Balcke-Dürr Group (down) compared to YE 2019
- Restructuring progress influenced by COVID-19 but remains well on track especially in Plati, keeper, BEXity and KICO

Additional funds – Successful bond placement of EUR 70 million

Accelerated Buy-and-Build Strategy to foster value creation

Bond description

- ↪ Initial bond issue of EUR 50 million effectively closed in February 2020 with tap issue of EUR 20 million successfully placed in September 2020
- ↪ Proceeds can be used for add-on acquisitions for Mutares' platform companies. With these funds, Mutares' portfolio companies will have more options to grow strategically
- ↪ The newly issued capital allows for an accelerated Buy-and-Build Strategy to establish competitive, well-marketable assets for future exits
- ↪ There are no restrictions for the ticket size of new acquisitions, thus Mutares can move fast on attractive opportunities
- ↪ Term of the bond is 4 years with floating interest rate set at EURIBOR plus 600 basis points

Press

Mutares places EUR 20 million tap issue of its existing bonds issued in February

 [Press Release](#)  [August 26, 2020](#)

MUNICH: Mutares SE & Co. has decided to increase its EUR 50 million bonds issued in February 2020 with 4-year maturity through an optional tap issue by an amount of EUR 20 million.

The amount of the Tap Issue has been successfully placed with institutional investors. The Tap Issue shall become effective if the proposed amendments to the Bond Terms set out in the Notice of a Written Resolution dated August 13, 2020, become effective.

Pareto Securities was mandated for this transaction as sole bookrunner.

Mutares today successfully placed EUR 50 million of senior secured bonds

31.01.2020 [Holding](#)

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Mutares today successfully placed EUR 50 million of senior secured bonds

- Senior secured bond fully placed in the amount of EUR 50 million
- Terms as expected with a margin of 600 basis points
- Securing financing to fuel further inorganic growth of the portfolio and value-increasing capital expenditure
- Listing on the open market of the Frankfurt Stock Exchange and the Nordic ABM segment of the Oslo Stock Exchange expected in February 2020

Contact and further Information

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ir@mutares.de

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4 Inside: BEXity - Austrians Logistics Partner

Dr. Christian Klingler, Managing Director


Inside: BEXity - Austrians Logistics Partner









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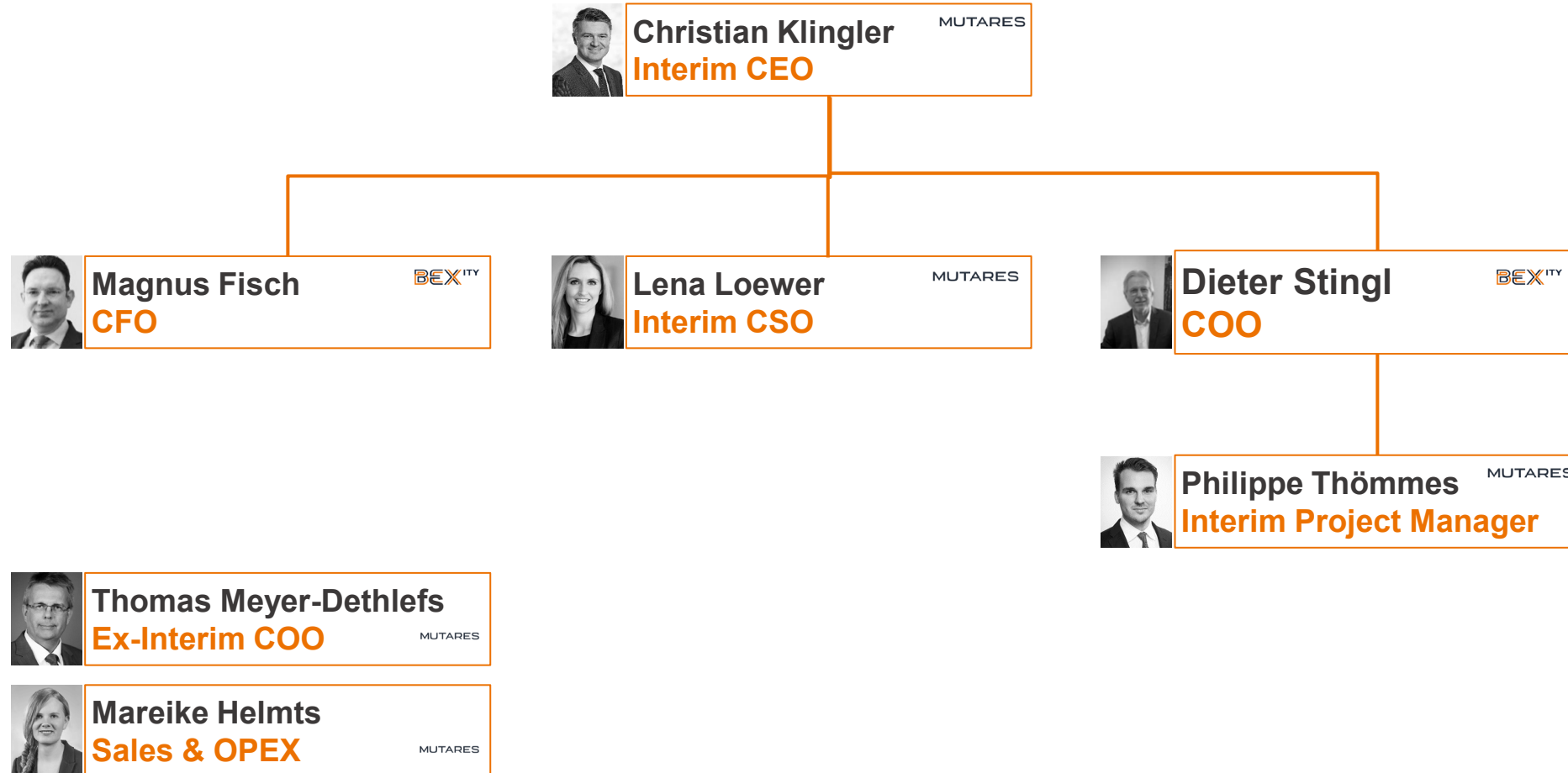
BEXity GmbH
Austria's leading logistics provider
In Groupage, Charter und Warehousing

Deal Specifics



	Year of Foundation	1987
	Date of acquisition by Mutares	December 2019
	Type of transaction	Asset deal / Carve out
	Vendor:	Austrian Rail (ÖBB) / Privatization
	Headquarter:	Vienna
	Employees (2019)	855 (incl c.250 with a civil servant status)
	Sales (2019)	€200m
	EBIT (2019), EBIT Margin (2019)	€ -25m, -12.5%

Management Team



Service Portfolio: Austrian market leader in groupage with strong additional services



Groupage



Description

- Standard Shipments: 1-2 pallets
- Lead time 24 or 48 hours

Revenue 2019 (200 Mio €)

107 Mio €
54%

Key Info

- 2.5 M shippings annually
- 99,1 % in-time shipping (quality leader)

Customers

~ 14.000



Charter



- Direct Shipment (Customer to delivery site)
- Min. 5 pallets to a full truck load

61 Mio €
31%

- 35 target countries
- Market leader in bulk & grain operations

~ 5.000



Warehouse



- Storage and picking solutions tailored to customer needs
- Industry focus on food

32 Mio €
15%

- 30.000 m² block storage
- 115.000 pallet storage spaces

~ 400





Locations

Description



- Headquarter in Vienna
- 16 logistic centers across the country
- 7 groupage , 6 warehouses, and 3 mixed logistic centers
- East-West Rail Route through Vienna, Linz, Salzburg and Innsbruck as a main USP (Green BEXity)



Why MUTARES acquired BEXITY



1. Structurally viable industry
2. BEXity is the national leader in logistics
3. Strong brand and market awareness (“BahnEXpress”)
4. Eco-friendly (rail versus road transport)
5. Clear operational improvement potentials

Why MUTARES got chosen by OBB



1. Mutares is a reliable partner (spotlight on BEXity)
2. Deep Transaction know-how
3. Assurance on IT carve out
4. Clean cut for the vendor
5. Operational restructuring expertise

Financial Profile



P&L BEXity in k€	2017	2018	2019	Target / Earnings	
				Peer group	Gap
Sales	264.402	236.052	200.305		
EBITDA	-20.420	-25.110	-16.090		
EBITDA Margin	-7,7%	-10,6%	-8.0%		
EBIT	-22.350	-26.979	-24.646	~4.500	29.000
EBIT Margin	-8,5%	-11,4%	-12,3%	2% transportation 3.5% warehouse	
FTEs (EOY)	1.195	1.024	855		

Business effects of COVID-19



Positive Effects



1. High demand for food, sanitary products increases warehouse activities
2. Top delivery performance and active communication lead to customer wins
3. Closed borders result to change in strategy (trend to regional hubs)

Negative Effects



1. 30% fewer shipments → furlough scheme
2. Additional costs
3. Minor delays to the IT carve out



Sales Decrease: Loss of -0,5 Mio.€ as a result of a 1,6 Mio. € decline in sales

Counter Initiative: (+0,4 Mio.€ EBIT) income from furlough scheme

Net effect: -0,1 Mio. € EBIT

SWOT Analysis



Strength

- Connection to rail network (BEXGreen)
- Full regional coverage with 16 sites

Weaknesses

- Lack of digitization
- Mindset / bureaucracy

Opportunities

- International charter as an area for growth
- Building up brand awareness and image

Threats

- Customer losses / lack of new customers
- Renewal of rental agreements / alternative logistic centres

Restructuring to date



1. New management since 5/2020
2. New organizational structure implemented / Change mindset
3. Roles and responsibilities redefined (site managers are responsible for P&L)
4. Clear areas of responsibility within administration
5. Headcount restructuring (120 civil clerks exited, c. 40 employees exited)
6. Full SG&A reduction program implemented (headquarter closed)
7. Re-design of sales & marketing (sales controlling)
8. Launched projects to win back customers
9. Footprint optimization
10. IT cave out 75% complete



Next steps



M&A / Strategy

- Remain a national player and seek growth from the international and charter business
- What does BEXity stand for?
- International Groupage Re-Design

Sales & Marketing:

- Strengthening the Bexity brand
- Introduction CRM Tool

Operations:

- Headcount optimization
- Reorganisation of processes (Lean optimisation, increase productivity, improve picking/scanning KPIs, etc.)
- Data quality and standards / Introduction of network manual



An aerial photograph of a parking lot filled with semi-trucks. The trucks are parked in a diagonal line, with their trailers pointing towards the top left. The truck cabs are in various colors, including blue, green, red, and white. In the top right corner, the logo "BEXXITY" is overlaid in a stylized font with orange and black colors. The parking lot has white lines and several red "no parking" symbols (a red circle with a blue 'X').

BEXXITY

Thank you for your attention

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Johannes Laumann, CIO and former CEO of the Donges Group

[Inside: Donges Group - Success Story from Acquisition to Harvesting](#)



CREATE.



SUCCESS.

TOGETHER.

Donges Group at a Glance

Inside: Donges Group - Success Story from Acquisition to Harvesting



Key USP by offering a “one-stop-shop” solution for building exteriors comprising frames, facades and roofs

Envelope Products



Steel Structures



5 strong brands ensuring success of the Group

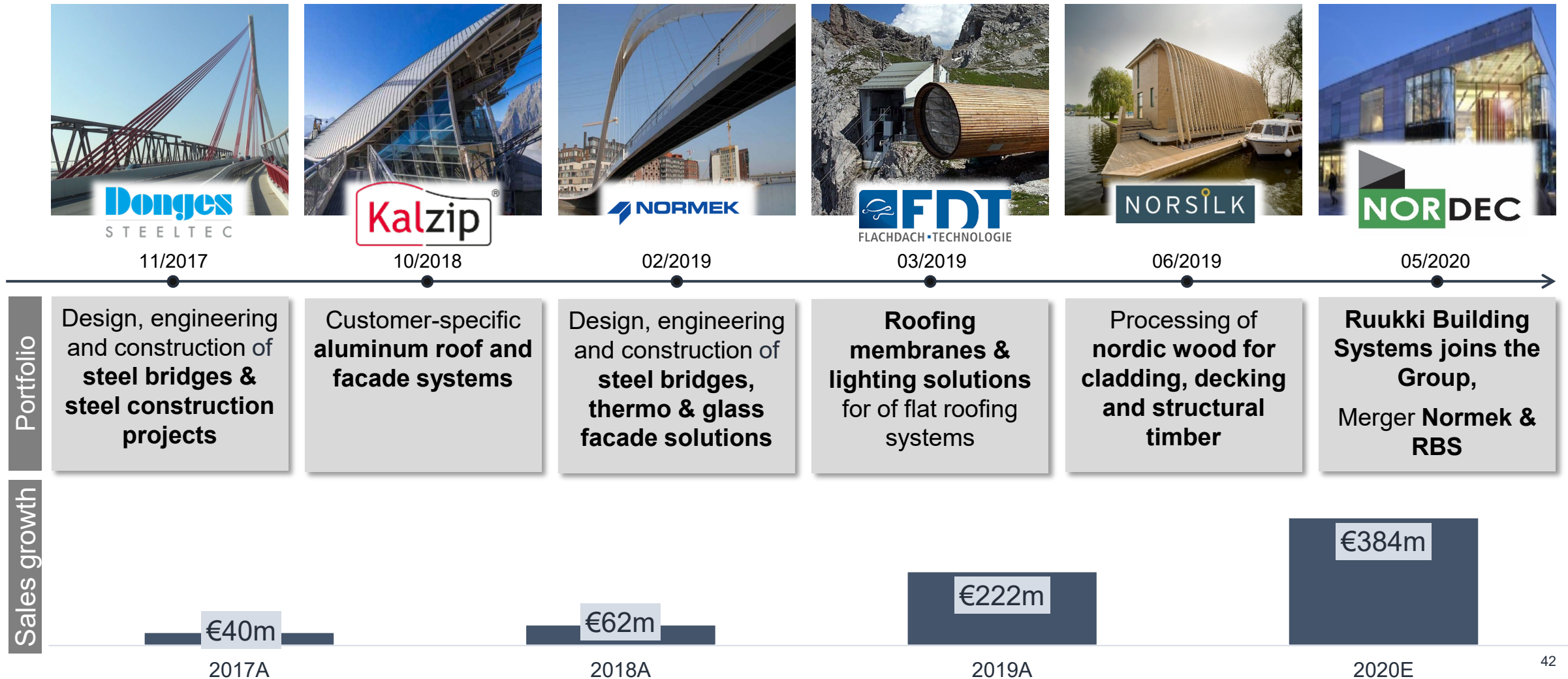


Key Facts

	<p>10 Production facilities in Europe and 1 in India</p>		<p>ca. 1,400 Employees</p>
	<p>Revenue (2020B) EUR 384m</p>	<p>Adj. EBITDA (2020B) EUR 18m</p>	








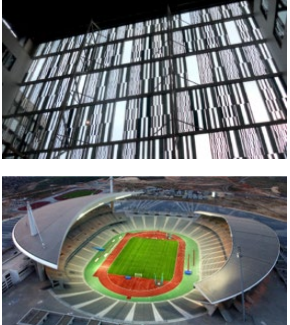
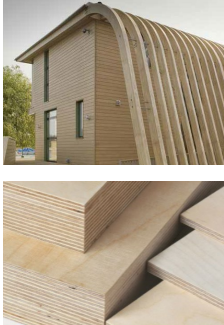


History and Strategic Rationale of Add-ons

Clear customer focus on establishing a comprehensive product offering



Best-in-Class Products and Construction Services Offering

The Company supplies its customers with a differentiated holistic product & service offering

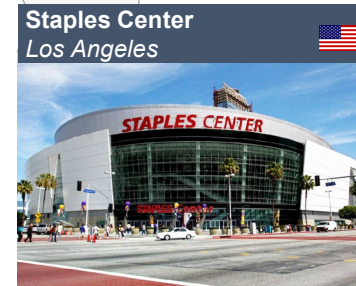
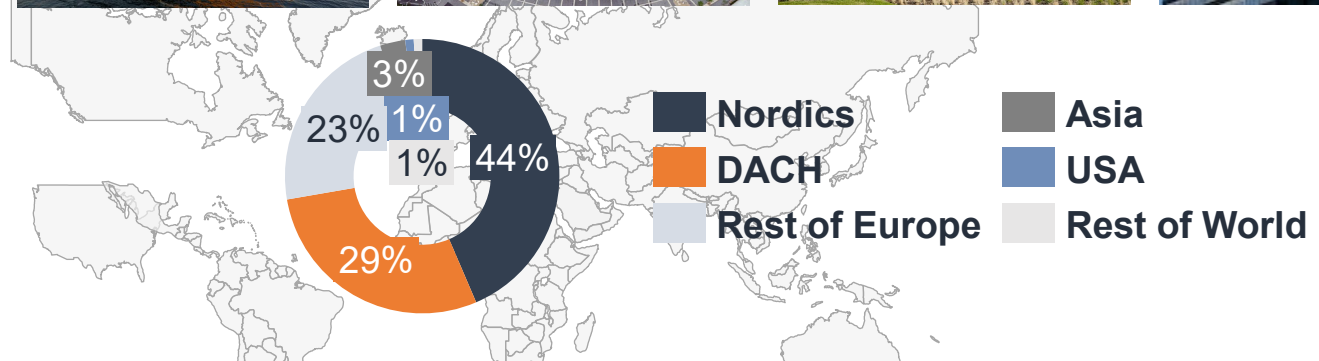
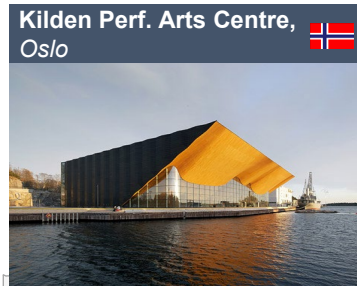
	Multi-Material Building Envelope Solutions <i>45% of Revenue</i> 			Structural Steel Solutions <i>55% of Revenue</i> 	
Products	Roofing Systems <ul style="list-style-type: none"> Aluminum Thermoplastic Skylight / Lighting Systems 	Façade Systems <ul style="list-style-type: none"> Aluminum Glass Insulated Panels 	Wood Buildings Products <ul style="list-style-type: none"> Exterior Cladding Interior Flooring / Panels Structural Timber 	Building Frames <ul style="list-style-type: none"> Multi-Story Single-Story Industrial 	Infrastructure <ul style="list-style-type: none"> Road / Rail Pedestrian / Bike
	Brands	 FLACHDACH • TECHNOLOGIE EST. 1873	 EST. 1968	 EST. 1995	 EST. 1872
Examples					

Won Landmark Projects Both in Europe and Globally

Unparalleled track record in delivering solutions to landmark construction projects

The majority of Donges Group's projects are located in Europe...

... but the Company has proven its global competitiveness by winning selected landmark projects



Donges Group as the integrated one-stop shop supplier

Clear competitive advantage based on its comprehensive product offering

Integrated one-stop shop

Integrated manufacturer

Classical manufacturer

Value chain coverage

Selected companies



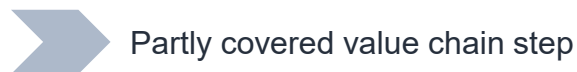
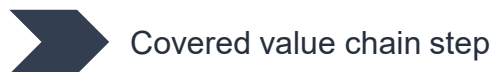
- Direct sales as dominant distribution channel
- Management of major construction projects
- High cross-selling potential due to broad product segment coverage



- Direct sales as dominant distribution channel
- Installation is usually conducted by brand-certified craftsman or own installation crew





- Products are usually sold through distributors such as building merchants or retail stores
- Installation is conducted by professional craftsmen – Specific certifications for a branded product are rarely required



Substantial Growth Potential By Geographic Expansion

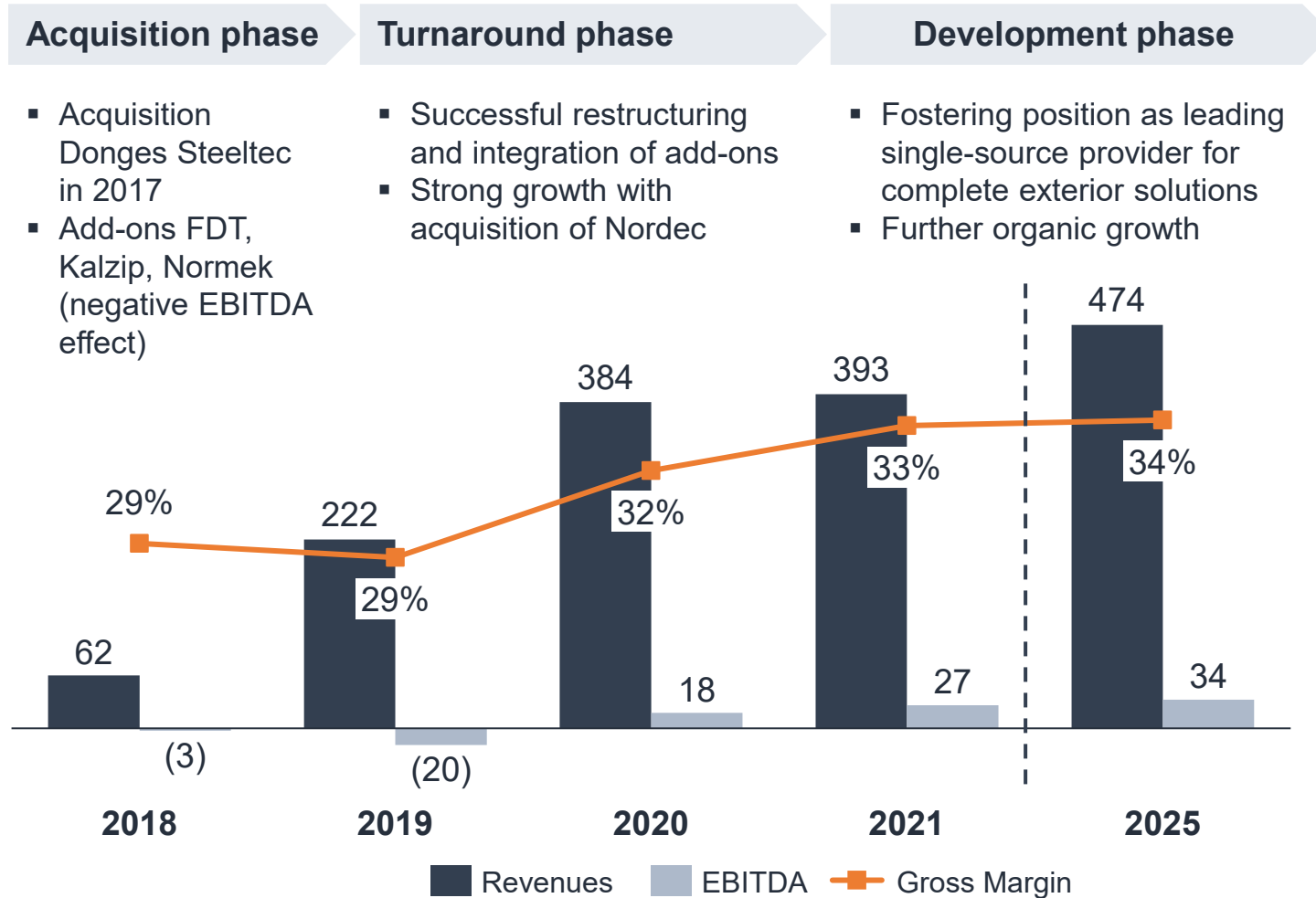
Donges Group currently has a clear focus on Western Europe and Nordics

➔ Huge opportunity to increase sales by actively addressing “untapped” markets

	 United States	 Southern / Eastern Europe
Currently not actively addressed market	EUR 170bn	EUR 150bn
Donges Group Revenues in 2019	EUR 2m	EUR 27m
Key Market Drivers	<ul style="list-style-type: none">✓ Continued investment to build digital economy - logistic centers, data sites, warehouses✓ Catch-up investment to relieve persistent shortages of residential housing	<ul style="list-style-type: none">✓ Counter-cyclical government spending for public buildings and infrastructure projects✓ Increasingly stringent building codes designed to improve energy efficiency and fire safety

Financial Development Leading To Strong Return For Mutares Holding

Donges Group has grown rapidly and already realized a ROIC of >15x since acquisition in 2017



Selected market feedback on the positioning of Donges Group

Most market experts sees Donges Group as a major player in the European the building industry

"The Donges Group is a well respected competitor in the market for steel structures and frames. They usually shine with their high engineering expertise, long reference list and high quality fabrication". – Competitor

"The Donges Group is always a very reliable partner. Product quality, delivery reliability and their planning and design support is outstanding, as it is expected based on their reputation" – Customer



"If you design big scale aluminum roofing systems, you often end up with a Kalzip system. Their unique capability to manufacturer very wide span systems is crucial to realize very special design ideas" – Customer

"The construction market in Germany has not been affected that much by COVID-19 as other countries as the UK – Most construction projects are coming back now." – Competitor



"The creation of the Donges Group was a gamechanger for Mutares and the proof of the successful implementation of an aggressive buy-and-build-strategy. The operational improvements executed by a great squad of Mutares Managers mixed with the ability to act fast in add-on transactions were the main drivers in this great achievement."

- Johannes Laumann, CIO at Mutares and former CEO of Donges Group

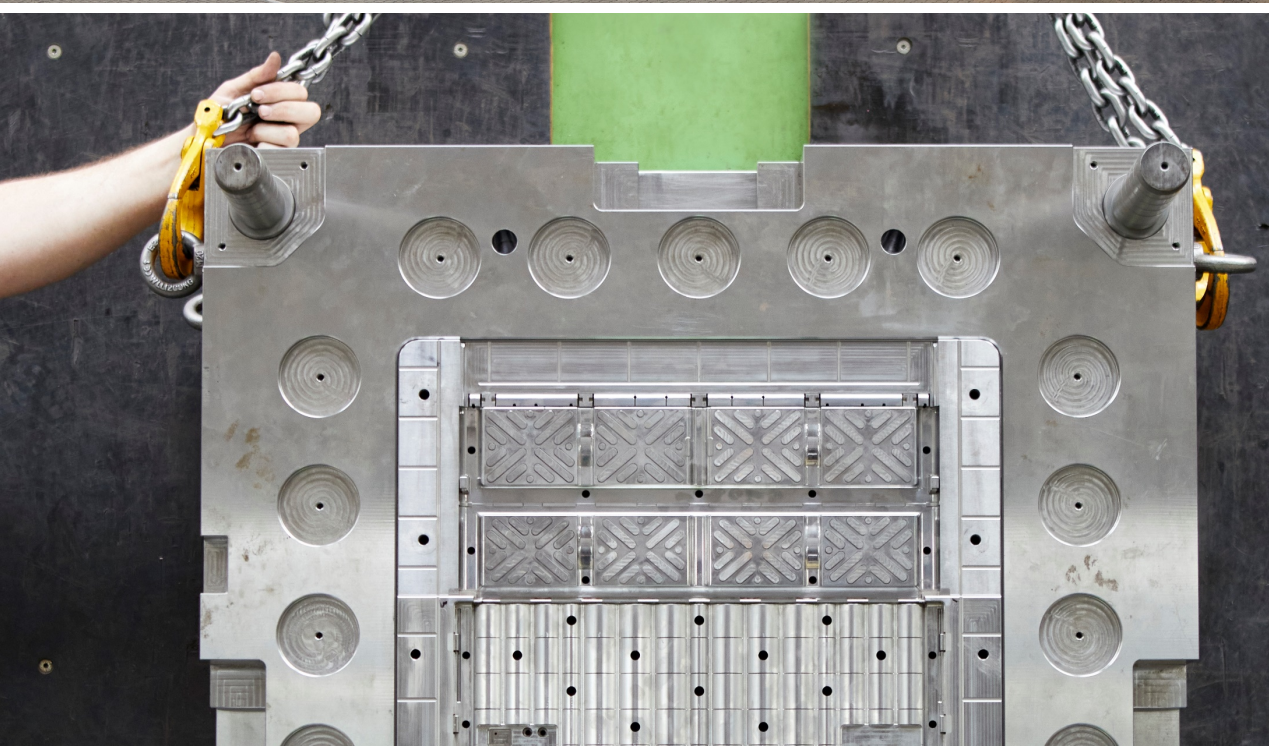
Agenda for today

- 1 Guidance – Invest in Europe's most active Turnaround Entrepreneur
- 2 Group Financials
- 3 Inside: BEXity - Austrians Logistics Partner
- 4 Inside: Donges Group - Success Story from Acquisition to Harvesting
- 5 **Inside: keeper Group - Premium Household Products**
- 6 Guidance – Invest in Europe's most active Turnaround Entrepreneur

keeper Group

Capital Markets Day
Presentation

keeper.com



agenda

keeper company and products

Transformation journey

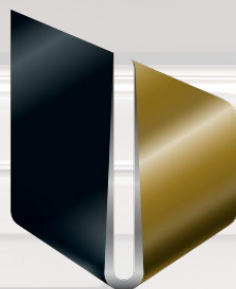
Summary and outlook

The keeper Group follows the vision to be **first in choice of high-quality day-to-day convenience products** in and around the home

keeper produces high quality and high **reliability plastic products** in kitchen, home, storage, kids and now eco line to help make life easier

The recent add-on **keeper tableware** provides the perfect complement for a fine table with a broad and colorful **portfolio of napkins**

Honored with the **brand award** for outstanding branding



german
brand
award
17
special



keeper

kitchen



keeper tableware

keeper

home



keeper

storage



keeper

kids



keeper

eco



keeper Group sells yearly millions of items with an expected annual sales volume of ~100mn €
 YTD high runner sales volumes Jan-Aug 2020, sold pieces and sales

keeper injection molding

Stemwede

Bydgoszcz



~370k pieces
 ~1.8mn €



~710k pieces
 ~1.2mn €



~170k pieces
 ~0.5mn €



~360k pieces
 ~1.0mn €



~90k pieces
 ~1.0mn €



~320k pieces
 ~0.8mn €

keeper tableware

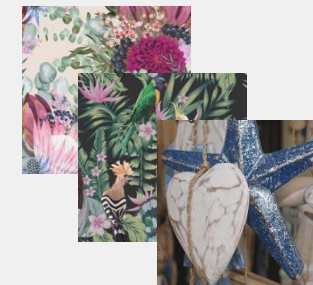
Stotzheim

Base paper



~3,300 tons/
 ~1,650 rolls

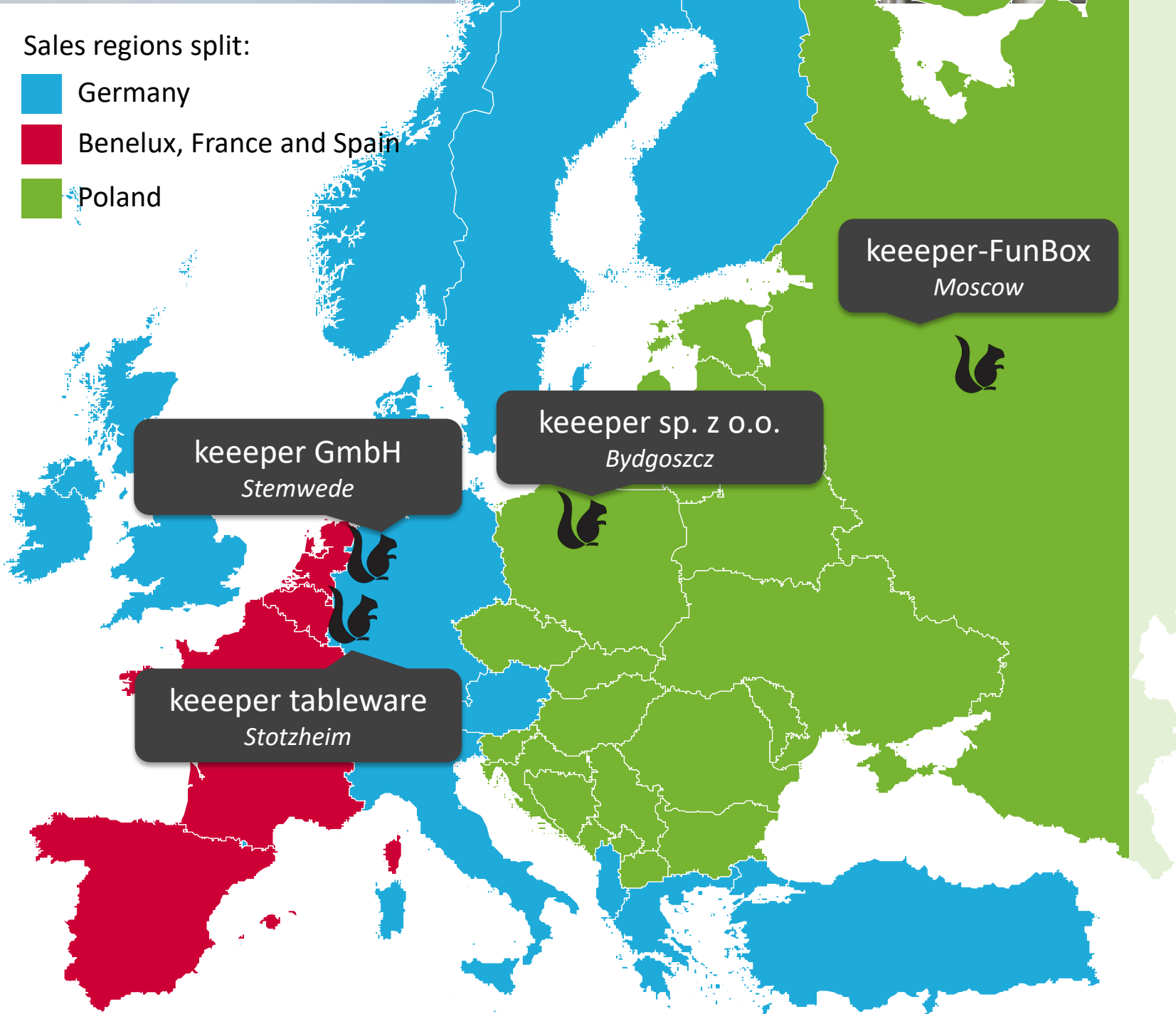
Napkins



~9,200 tons/
 ~43m packages

Sales regions split:

- Germany
- Benelux, France and Spain
- Poland



100mn €	turnover
4	continents
>40	countries
6	Business Segments
900	Employees

keeper sells to major retailer, furniture and do-it-yourself markets and via online channel – main customers are similar for both units

Core customers



Stable revenue streams, operational optimization and opportunities for add-on acquisitions meet Mutares' criteria

Stable revenue streams

- Platform and add-on acquisition in FMCG which can offer **stable revenue streams in turbulent times**

Strong customer basis

- Established **high volume customers** with significant **growth potential for other Mutares portfolios**

Strong brand and product portfolio

- One of the market leaders in high-quality household plastic products with **established product portfolio and brand**

Potential for add-on acquisition

- **Fragmented market** as opportunity for potential add-on acquisitions with 30-50mn sales

Operational Optimization

- Clear improvement potential both on top and bottom line
- **Productivity according to lean standards** as competitive advantage

agenda

keeper company and products

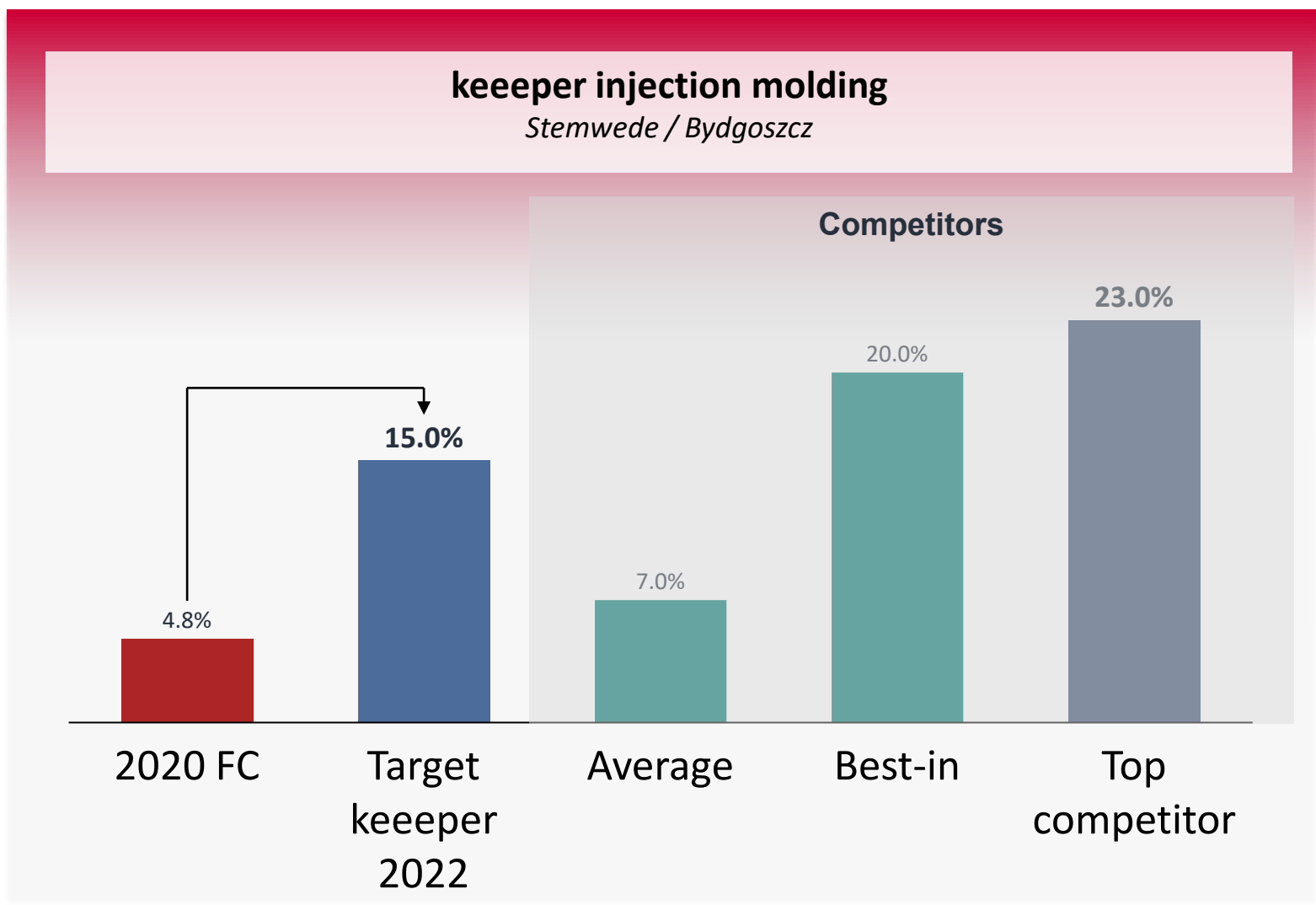
Transformation journey

Summary and outlook



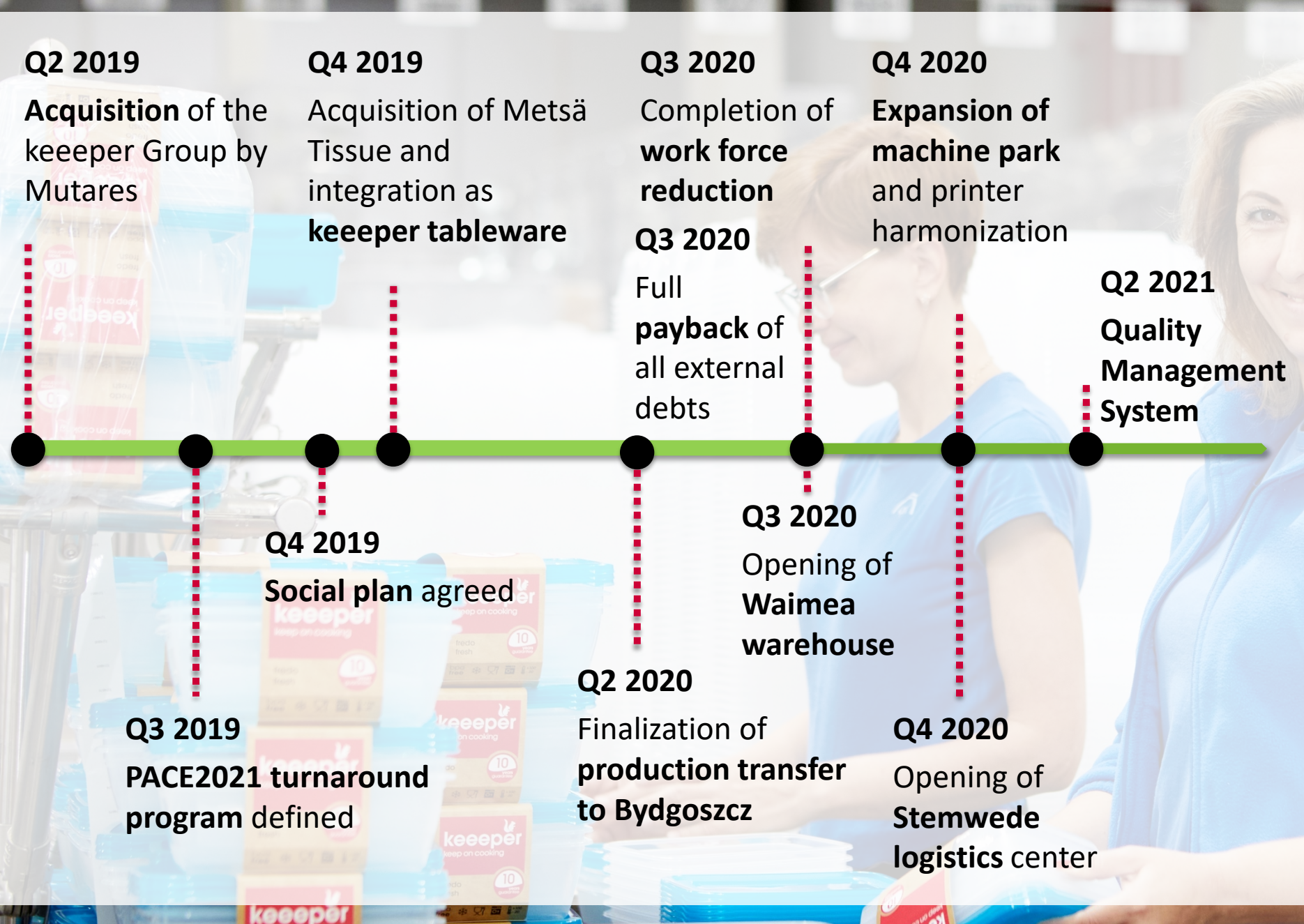
keeper targets a competitive margin of >15%

EBITDA targets in percent



Mutares strategy for keeper

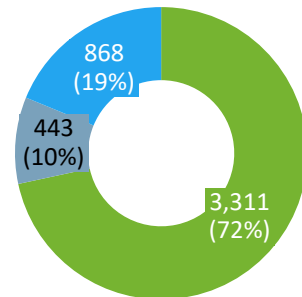
1. Centralization of production in Poland to leverage labor arbitrage in Eastern Europe
2. Increase productivity and stabilize cost baseline through implementation of automotive standards
3. OPEX and overhead optimization leads to financial flexibility to invest in growth
4. Acquire add-on in order to establish market leadership in the industry



The transformation achieved significant EBITDA improvements of already > 6mn €

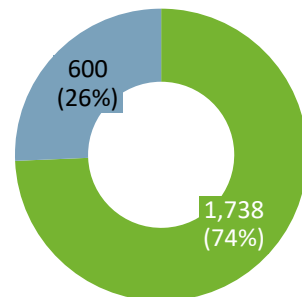
Recurring EBITDA improvement status Sep 2020, €k

Operations



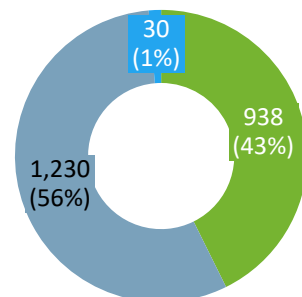
- Footprint optimization
- keeper Production Excellence System
- keeper Quality Excellence

OPEX



- Marketing optimization
- Certification cost reduction
- Travel expense optimization
- Rent and leasing reduction

Sales & Marketing



- Product portfolio optimized
- Launch new product lines, e.g. eco
- Sales push on promo business

■ Realized EBITDA improvements
 ■ Close before realization
 ■ Newly identified opportunities

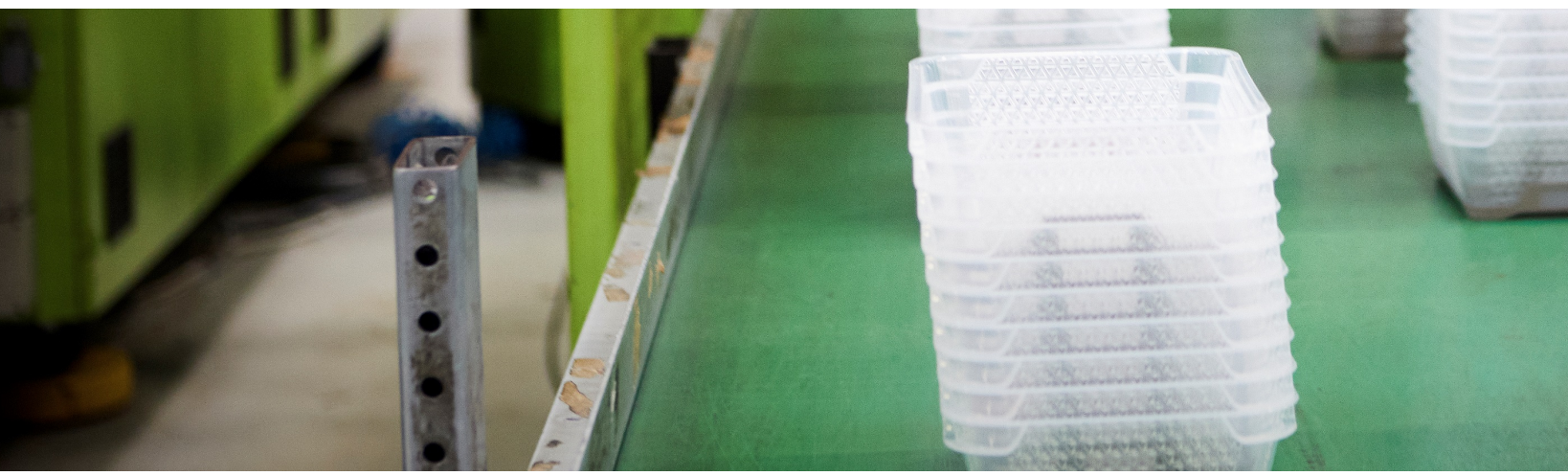


- **Footprint optimization**
 - **Central functions focused in Stemwede**
 - **Consolidate production into Bydgoszcz**

- **Semi-automation** for the remaining logistics centers
- **Insourcing of 5 warehouses**
- **Production excellence center**

Bydgoszcz manages **53 injection molding machines** with tonnages ranging between 110-1100t

- **OPEX optimization**





- **Waimea logistics center Bydgoszcz** with over **16,000 pallets** storage space marks an evolution step for keeper's logistics system transformation peaking in Q4 2020 with a fully operational large-sized logistics location

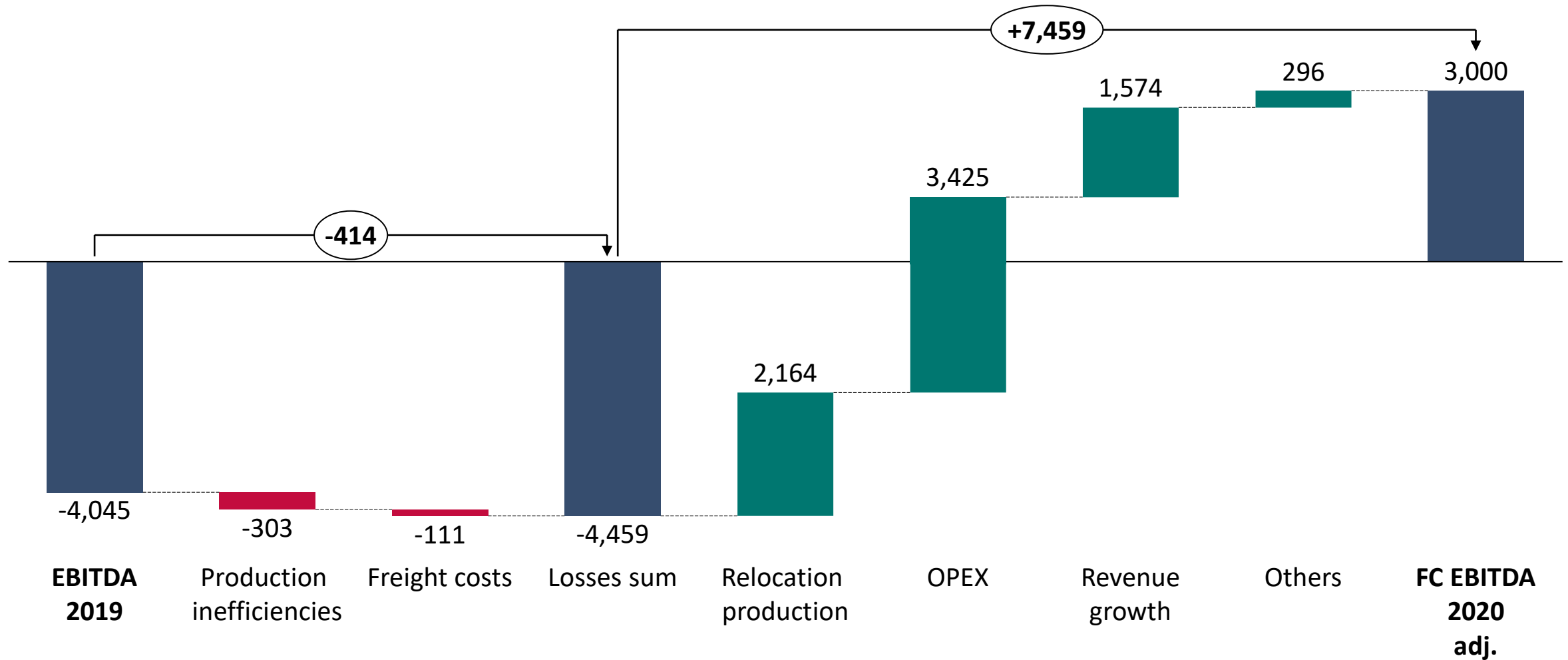


- **Insourcing of 6 external warehouses**
- Direct connection to the production halls with route train, and the **upgraded value stream** will uplift productivity as well as logistics KPIs
- Additional potential to **release 20% of headcount**

keeper (w/o tableware) reached an adjusted EBITDA of 3.0mn € after 1.5 years of transformation



EBITDA improvement bridge along IFRS from 2019 to 2020FC, €k



agenda

keeper company and products

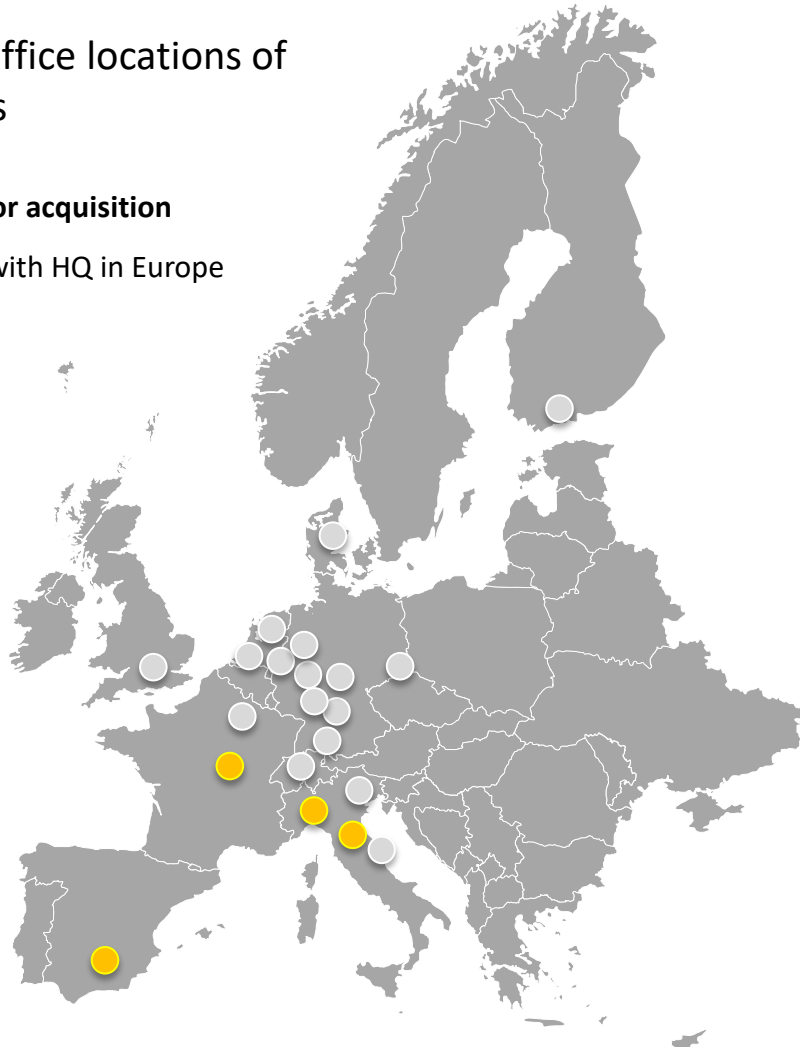
Transformation journey

Summary and outlook

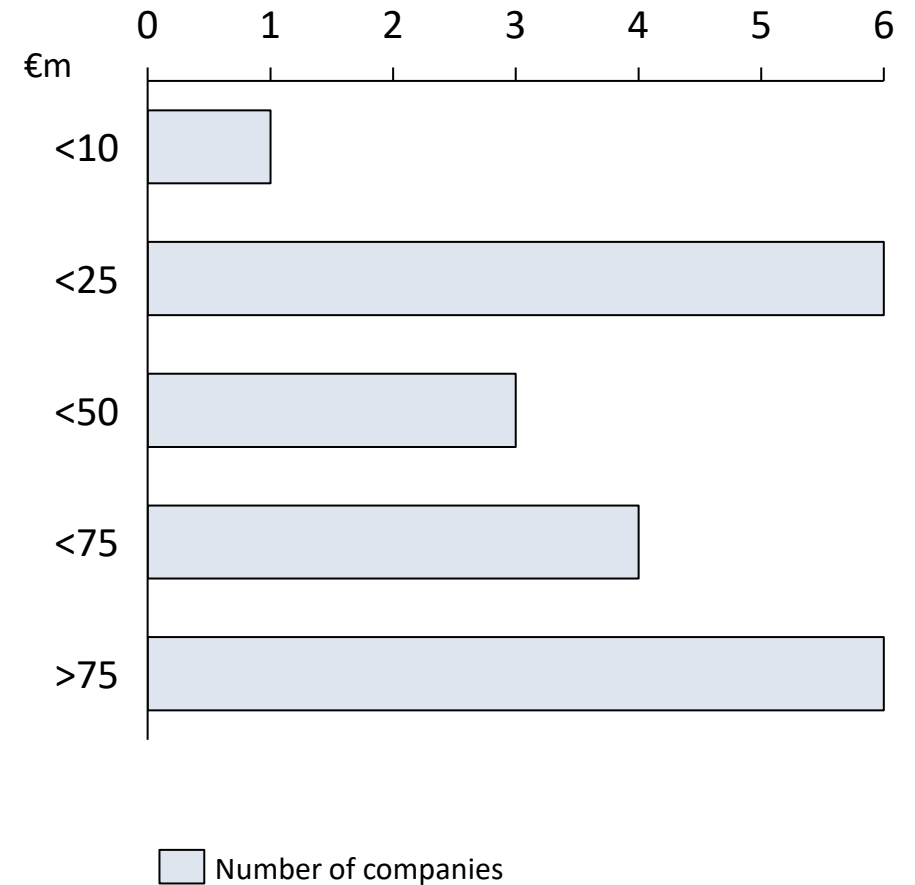
In a fragmented market, an add-on acquisition will allow to scale the business up to >150mn €, ongoing exchange with four competitors

European Head office locations of main competitors

- Contacted targets for acquisition
- Other competitors with HQ in Europe



Number (n~20) of competitors within revenue group €m



Summary and outlook

- **keeper as leading company for high quality day-to-day convenience products in and around the home:**
Target to become benchmark in a fragmented industry by focused footprint and high productivity leveraging lean standards
- **keeper meets Mutares' acquisition criteria** by stable revenue streams, operational optimization and opportunities for add-on acquisitions
- **Break-even reached:** Quick implementation speed of restructuring measures through support of Mutares Operations Team
- **Acquisition opportunities identified and targeted for 2021**



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6 Guidance – Invest in Europe’s most active Turnaround Entrepreneur

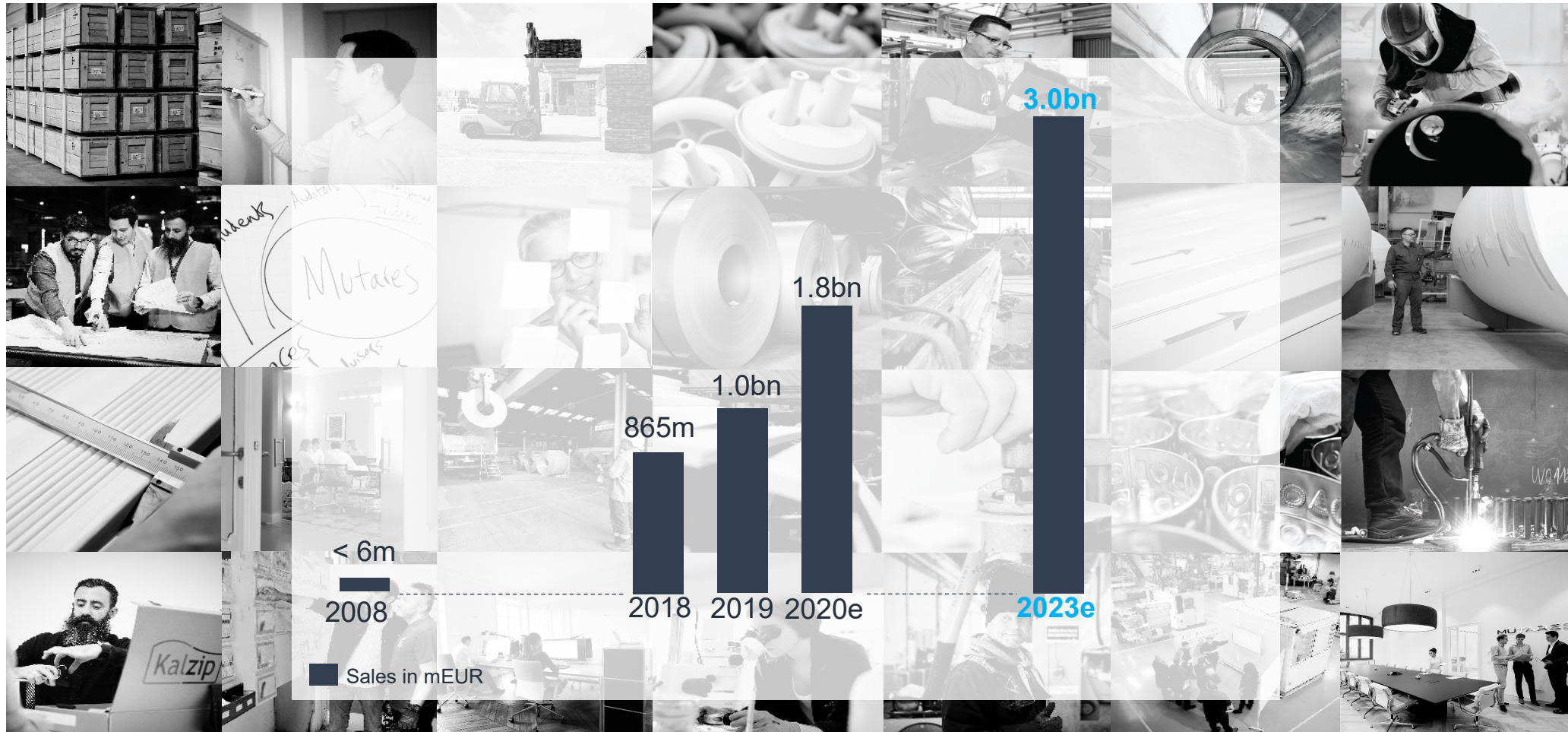
MUTARES

Johannes Laumann, CIO

Guidance – Invest in Europe’s most active Turnaround Entrepreneur



Mutares aims for consolidated revenues of > EUR 3.0 billion in 2023



Sustainable Value Creation at Holding Level

Holding Profit consists of stable base dividend as well as substantial performance dividends based on exit proceeds

Management Fees including all Holding Costs

Consulting Fees

Portfolio Dividend



1% of Mutares Group Revenues



EUR 1.00 Base Dividend

Exit Proceeds including all Transaction Costs

Sales Process Accomplished



7-10x Return on Invested Capital



Performance Dividend

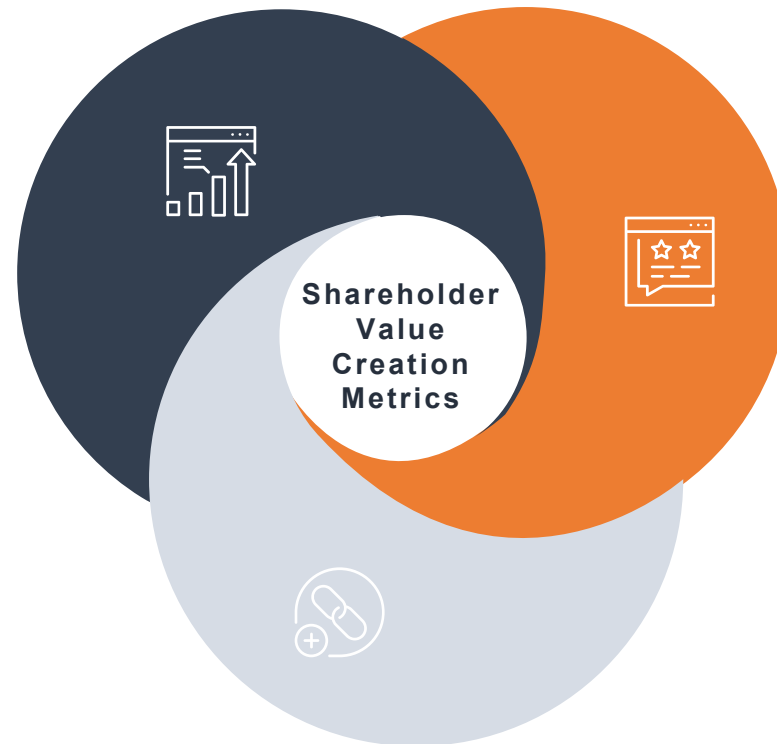


Mutares capital market guidance successfully implemented

Transparent investment strategy targets outstanding cash returns with big potential for investors

Growth

Mutares plans to grow consolidated from EUR 1.1bn in 2019 to EUR 3.0bn in 2023 with an expected Holding Revenue of EUR 100 million.



Return

Mutares targets 7-10 x cash return on invested capital (ROIC) over lifetime of holding period resulting in a Holding Profit of EUR >60 million in 2023

Dividend

Mutares implements a base dividend of EUR 1.00 and offers performance dividends in terms significant exit will be achieved.

MUTARES

■ Thank you for your attention!

WE ARE THE TURNAROUND ENTREPRENEURS



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