

Global Private Equity Special Situations Investor

Investor Presentation

September 2023



Agenda

MUTARES

Introduction & Key Highlights

Company & Business Model

Highly experienced and committed management team

Management interests fully aligned with external shareholders (ca. 37% ownership)



CEO

ROBIN LAIK

born in 1972,
is founder, CEO and main
shareholder of Mutares.
He is responsible
for strategy and business
development.



CIO

JOHANNES LAUMANN

born in 1983,
joined Mutares in 2016.
In 2019, he was appointed CIO.
He is responsible for
M&A and Investor Relations,
as well as the portfolio development.



CFO

MARK FRIEDRICH

born in 1978,
with Mutares since 2012.
In 2015, he took over the CFO position.
He is responsible for finance as well as
consulting, HR and compliance.

Mutares at a glance

European focus with global expansion

12

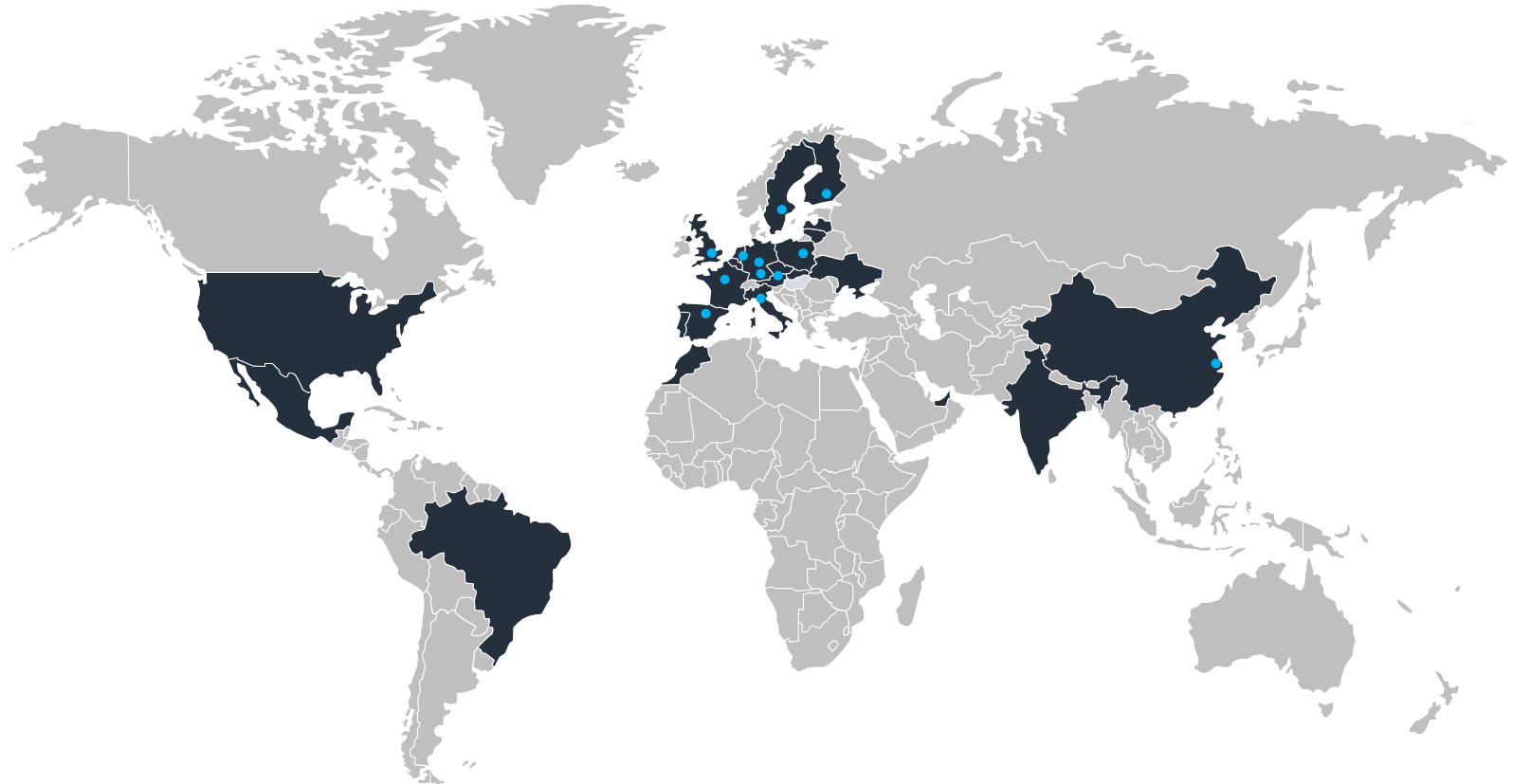
**Mutares Offices
in Europe & Asia**

28*

**Portfolio Companies
headquartered in
Europe**

> 27.000

**Employees
worldwide**



Clear identity and strong performance

First choice for private equity carve-outs



European focus with
global expansion



Four diversified
segments



Company size
EUR 100-750m

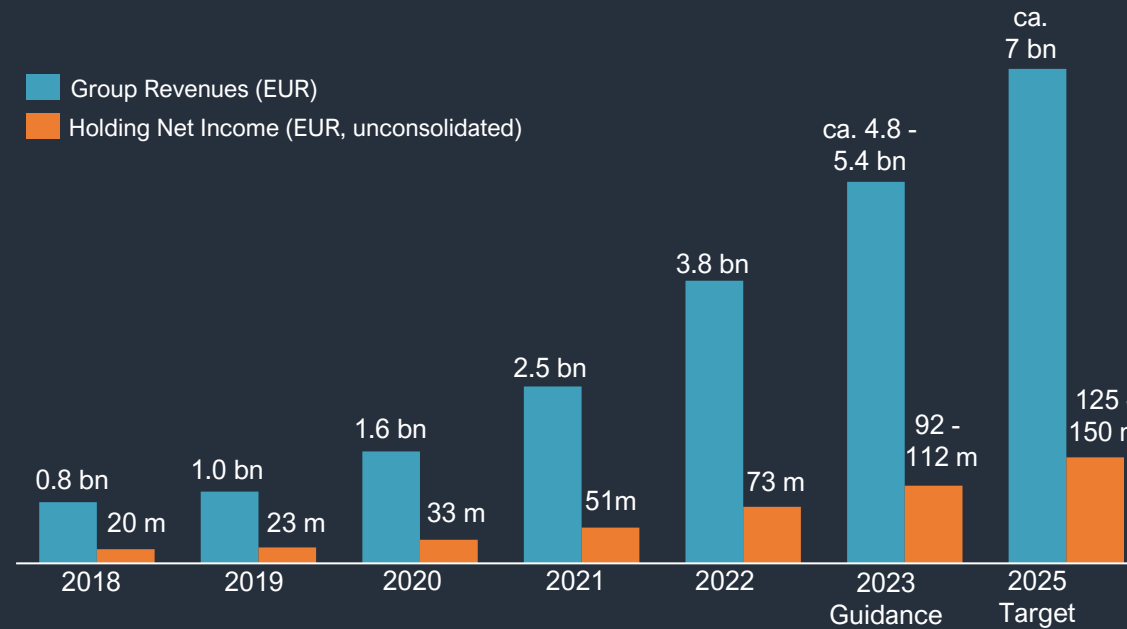


Turnaround hero

Development of **Mutares Group Revenues** and **Mutares Holding Net Income**

■ Group Revenues (EUR)

■ Holding Net Income (EUR, unconsolidated)



Portfolio growth drives
predictable consulting
revenues for servicing debt.



Ability to generate Holding net
income across the whole
investment lifecycle;
resilience to economic cycles.



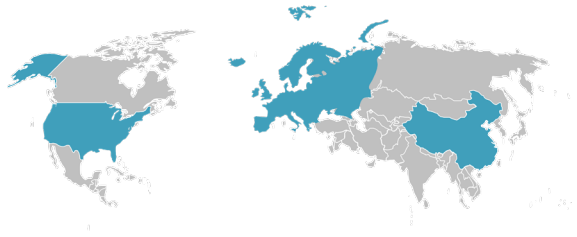
Agenda

MUTARES

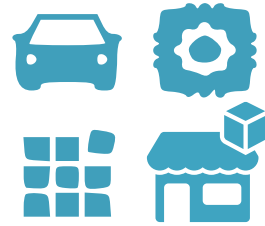
Introduction & Key Highlights

Company & Business Model

Outstanding growth and attractive momentum Sustainable value creation and successful turnarounds



EUROPEAN
FOCUS AND GLOBAL
EXPANSION



FOUR DIVERSIFIED
SEGMENTS



COMPANY SIZE
EUR 100-750 m



TURNAROUND
HERO



Unique value creation life cycle with ROIC target of 7-10x

Taking calculated risks and turning losses into opportunities, ultimately creating successful turnarounds

Value creation steps

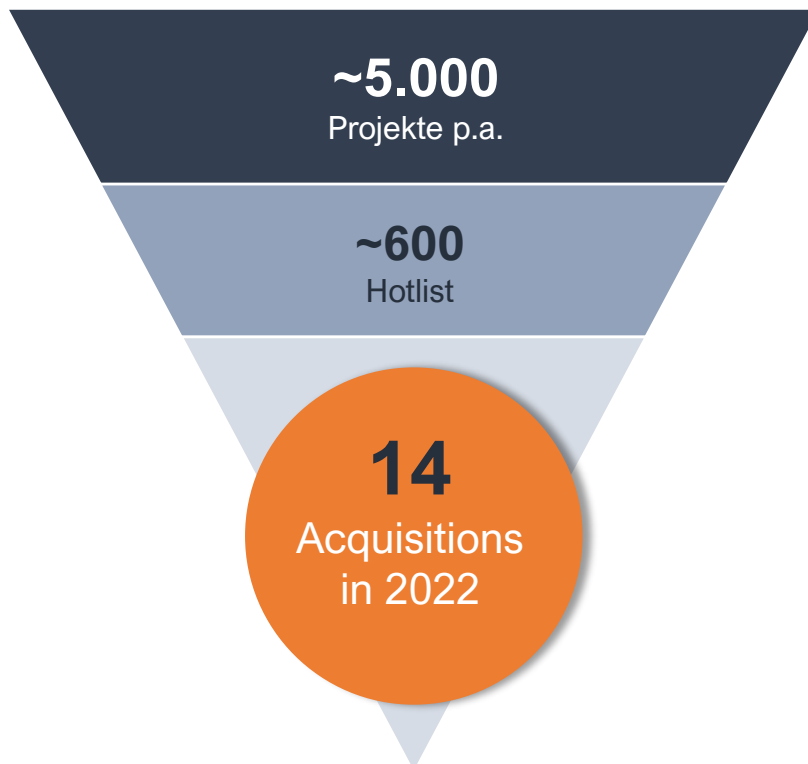


Average holding period approx. 3 – 5 years

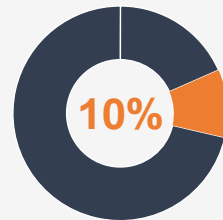
Mutares strong reputation as turnaround investor ensures access to most attractive deals

Reputable exit solution for sellers underperforming assets, explaining sellers willingness to provide a cash dowry

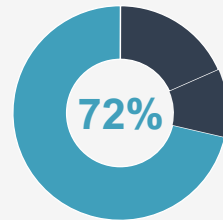
Local M&A approach secures pipeline



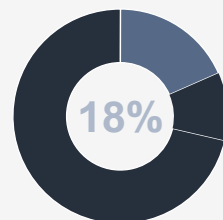
Mutares benefits from a strong reputation as trusted buyer and reliable partner



State-backed enterprises (sellers to and buyers from Mutares)



Multinational and large corporations (examples of sellers to Mutares)



Private Equity, private individuals and family offices (examples)



Our ESG approach will support our sustainable growth

Our ESG performance is measured via our developed ESG KPIs in accordance with the UN SDGs



Signatory
since 2021

Environment

2022 highlight

38%

of Portfolio
ISO 14001:2015
certified



Energy / CO₂ neutrality



Resource use

2022 highlight

>3 Mio €

energy efficiency
investments across
the portfolio

Social

2022 highlight

0

fatal accidents



Health & safety

Zero accident safety culture



Employee satisfaction &
wellbeing



Diversity

Promoting a diversified environment



Community engagement

Donations to children's hospice

2022 highlight

21%

women at Mutares
Holding



Higher transparency
as a result of prime
standard uplisting

Governance



ESG management

Reportings and best practices



Compliance system

Code of conduct and whistleblowing

2022 highlight

0

reported bribery
or anti-corruption
allegations

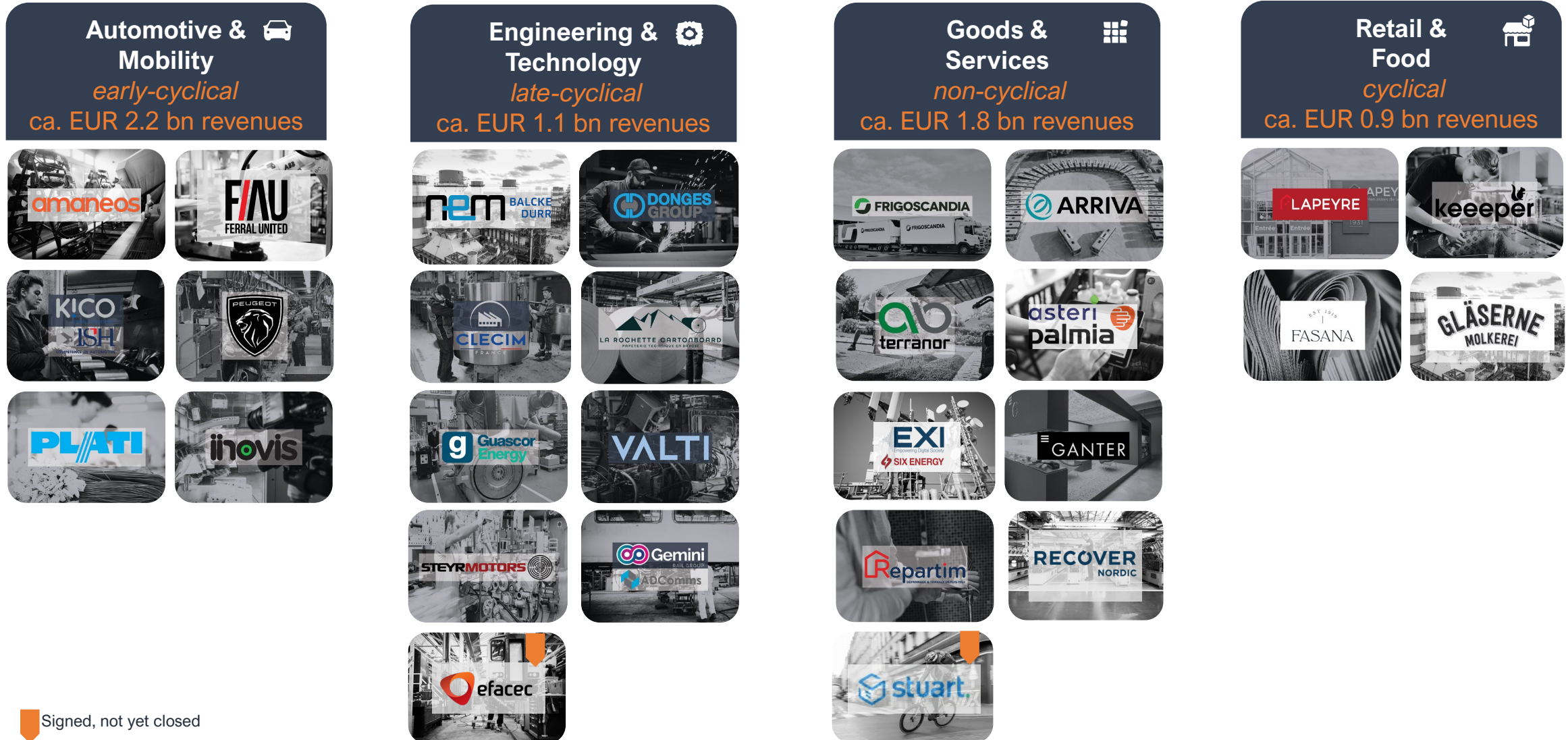
2022 highlight

83%

of Portfolio with a
Code of Conduct


Portfolio of 28 companies with annualized revenues of ca. EUR 6 billion

Well diversified portfolio across four segments




Ferr/AI United – newly founded Powerhouse with EUR > 1.3 billion in revenues under development

Mutares forms FerrAI United with significant potential for future value appreciation




FerrAI United




Automotive

Sector




Frankfurt a. M., GER

Headquartered



2023

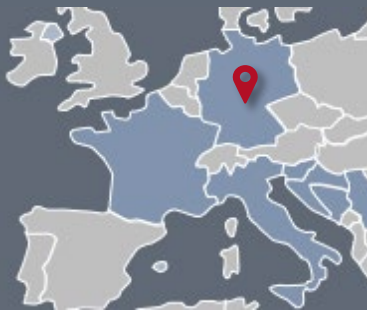
Founded



5,000

Employees

Geographical presence





Global partner for metallic components and systems for the automotive industry



Unique due to global presence and complementary product range

- More than 25 locations worldwide
- Network of production and development sites - in Europe, North America and Asia Pacific
- Supplying leading OEMs worldwide with a range of products from metal forming and machining to assembly and testing

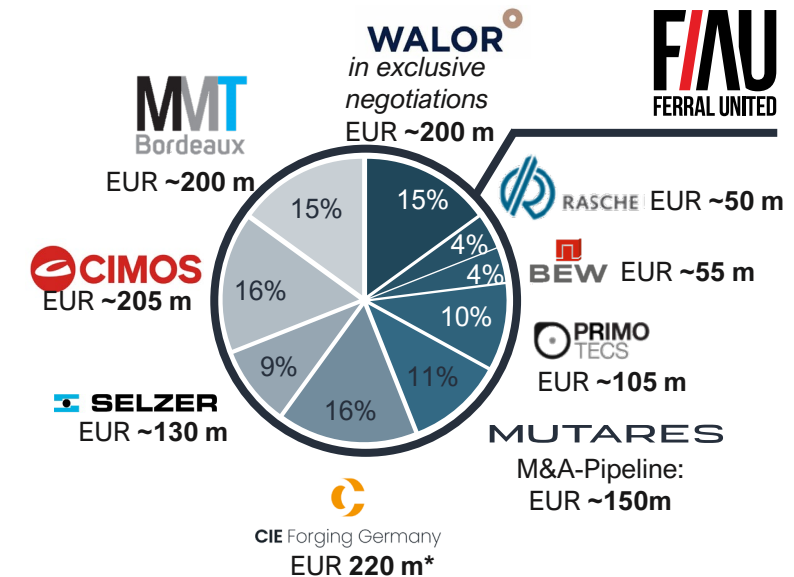


Growth through a strong network and innovation

Goal: Bundling the competences of all companies in the Group in order to lead the automotive industry into the future with global innovative strength together with the OEMs

- Worldwide flexible and fast supply of high-quality products through global presence
- Continuous innovation and upheaval of new and traditional technologies

Annualized Revenues in 2024e:
EUR > 1.3 billion



Portfolio allocation to the value creation life cycle

Diversified portfolio in Realignment, Optimization and Harvesting phases



We deliver what we promise

Mutares is the top player when it comes to carve-outs, restructuring and turnaround with ambitious growth targets

	Revenues Mutares Group	Net Income Mutares Holding
2022	EUR 3.8 bn	EUR 73 m
2023	EUR 4.8 – 5.4 bn	EUR 92 – 112 m
2025	ca. EUR 7.0 bn	EUR 125 – 150 m



MUTARES

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