



**Global Private Equity Special Situations Investor**  
Investor Presentation  
September 2023

Agenda

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**

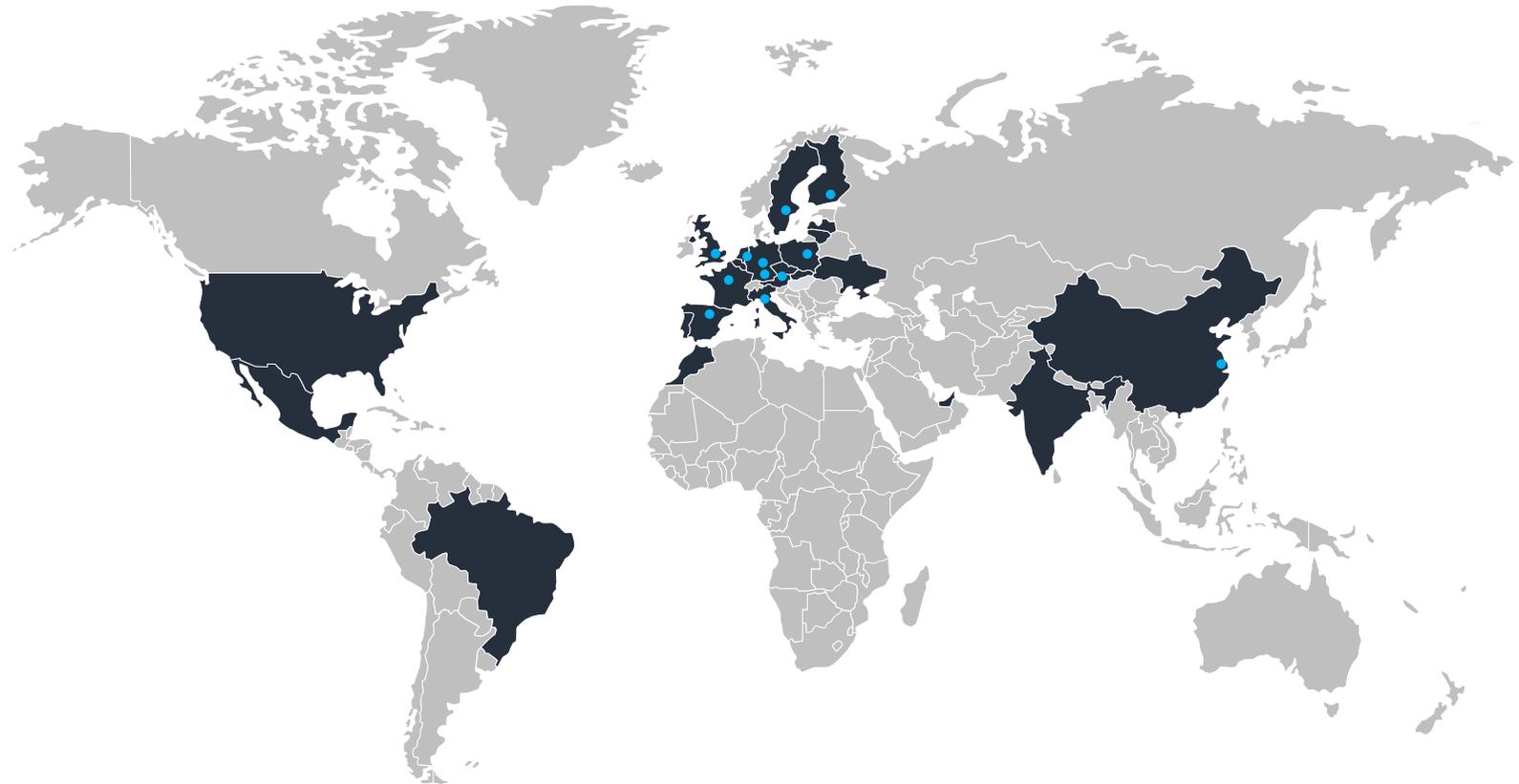
**Mutares Offices  
in Europe & Asia**

**28\***

**Portfolio Companies  
headquartered in  
Europe**

**> 27.000**

**Employees  
worldwide**



\*) incl. signed transactions

## 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

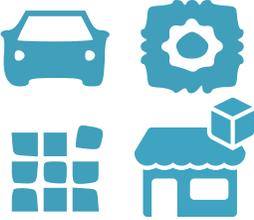
**Company & Business Model**

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

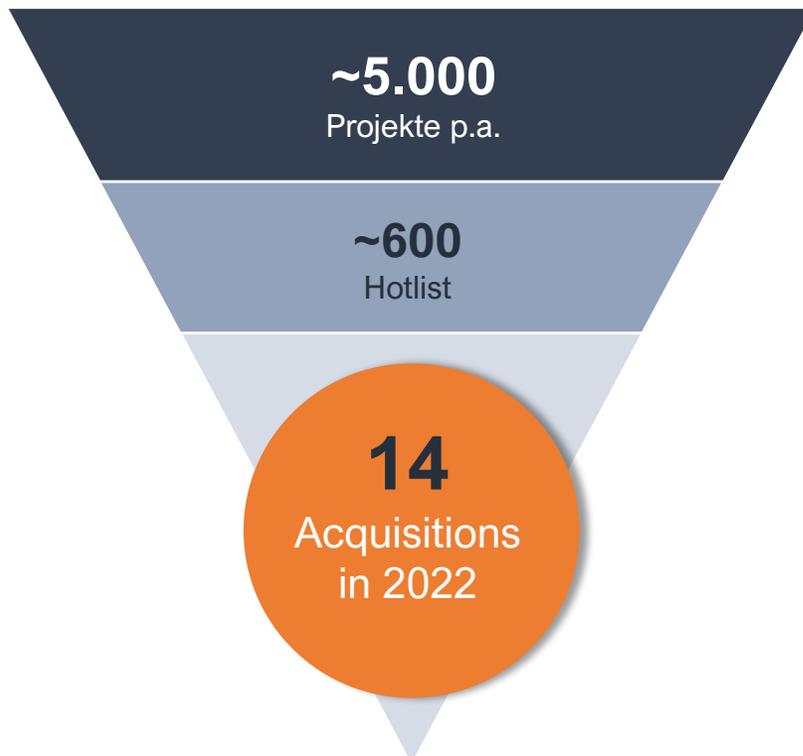


Average holding period approx. 3 – 5 years

## Mutare's 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



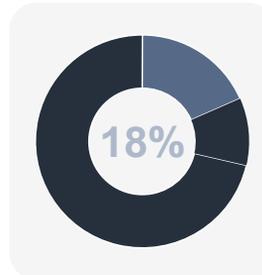
Mutare's benefits from a strong reputation as trusted buyer and reliable partner



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 / CO<sub>2</sub> neutrality

2022 highlight

**>3 Mio €**

energy efficiency investments across the portfolio



Resource use

### Social

2022 highlight

**0**

fatal accidents



Health & safety

Zero accident safety culture



Employee satisfaction & wellbeing



Diversity

Promoting a diversified environment

2022 highlight

**21%**

women at Mutares Holding



Higher transparency as a result of prime standard uplisting



Community engagement

Donations to children's hospice

### 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

### Automotive & Mobility

*early-cyclical*  
ca. EUR 2.2 bn revenues



### Engineering & Technology

*late-cyclical*  
ca. EUR 1.1 bn revenues



### Goods & Services

*non-cyclical*  
ca. EUR 1.8 bn revenues



### Retail & Food

*cyclical*  
ca. EUR 0.9 bn revenues



## 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



**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

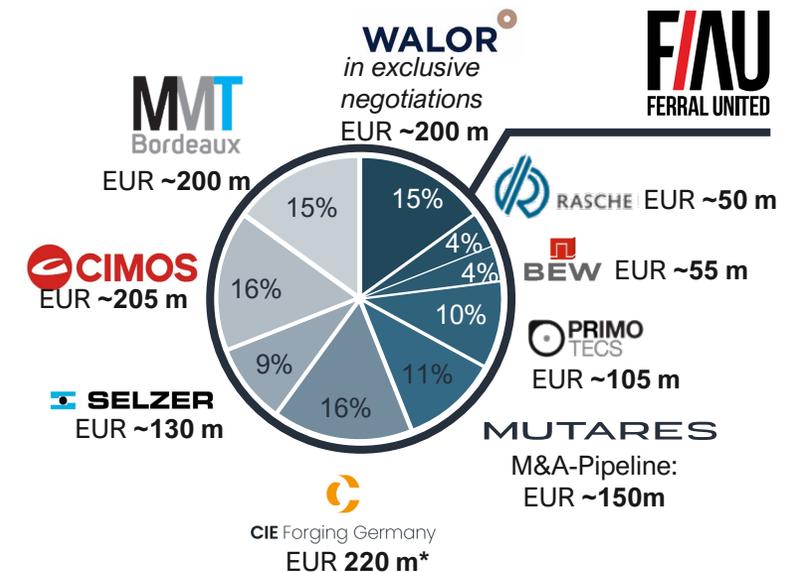


**Growth through a strong network and innovation**

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**



\* Signing in August 2023

# 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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