



MUTARES

Earnings Call Q1 2024

May 7, 2024



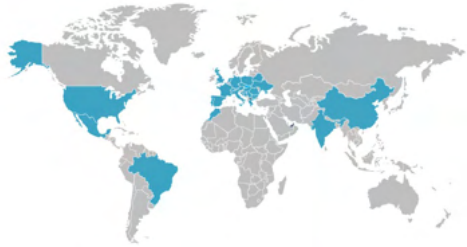
Company & Business Model

Key Highlights of Q1 2024

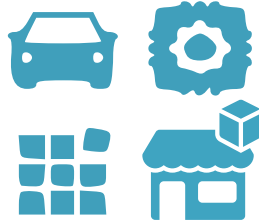
Financials of Q1 2024

Outlook

**Business marked by outstanding growth and momentum,
sustainable value creation and turnaround success**



European Focus, with
Global Expansion



Four Diversified
Segments



Target Company Size
EUR 100-750 m



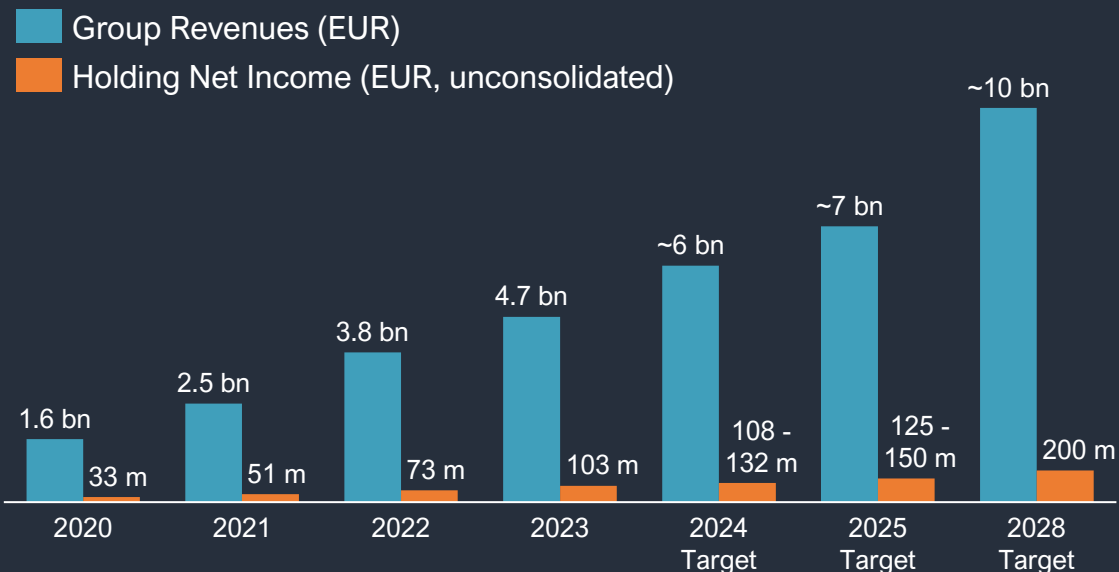
Turnaround
Hero

MUTARES

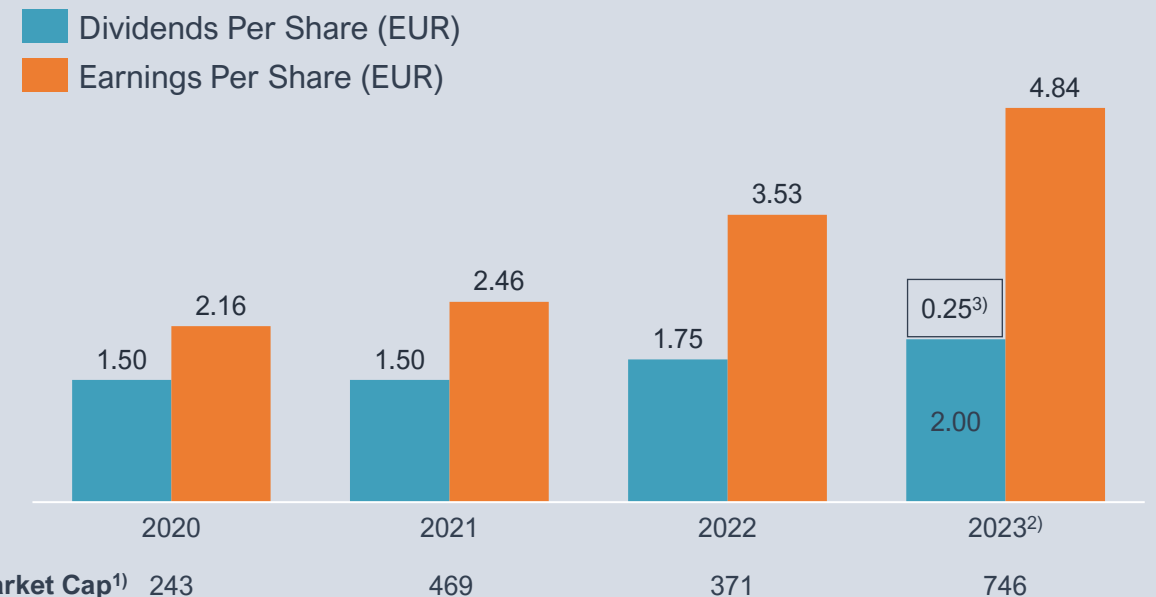


Strong financial performance, with direct performance contribution resulting in strong shareholder returns

Both Mutares Group revenue and Holding net income with strong historical growth that is expected to continue



Strong financial performance continues to translate into sizeable and sustained shareholder returns



of shares 21,058,756

ISIN DE000A2NB650

1) EUR million, End of Year (31/12); 2) Minimum dividend of EUR 2.00 per share per fiscal year secured, potential bonus dividend dependent on outperformance; 3) Dividend proposal of EUR 2.25 per share

ROIC target of 7-10x through successful turnarounds with our unique value creation lifecycle

Mutares value creation lifecycle

(avg. holding period 3-5 years)



Well diversified portfolio with 33 companies across four segments, with annualized revenues of EUR ~6 billion

Automotive & Mobility

Early cyclical,
annual rev. EUR ~2.5 bn



Engineering & Technology

Late cyclical,
annual rev. EUR ~1.2 bn



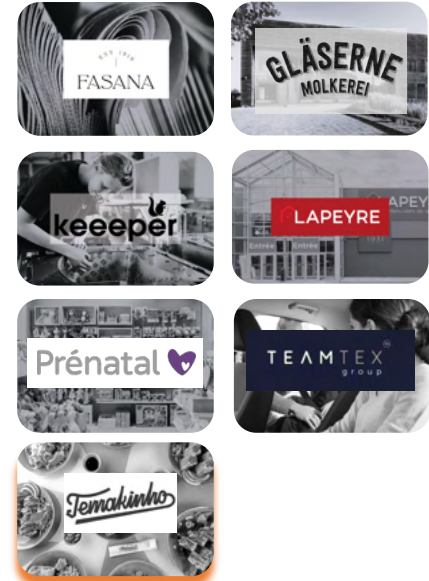
Goods & Services

Non-cyclical,
annual rev. ~1.2 bn




Retail & Food

Cyclical,
annual rev. EUR ~1.1 bn



 New in Q1 2024, including add-ons

 Not yet closed

* Acquisition of a majority stake



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Outlook

Key Q1 2024 highlights include expansion of the international footprint and attractive dividend proposal in line with the long-term dividend policy

Buy-side activity with three acquisitions



Sell-side with two exits



Capital market milestones reached for both share and bond



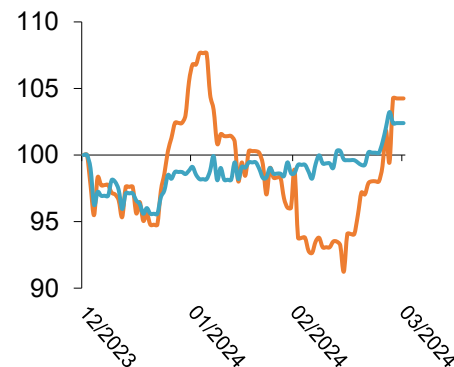
Second tap issue of EUR 100 million
(Bond 2023/2027)



Dividend planned to increase by 29% to
EUR 2.25 per share for fiscal year 2023²⁾



Share price + 4,2% (Jan - March 2024)

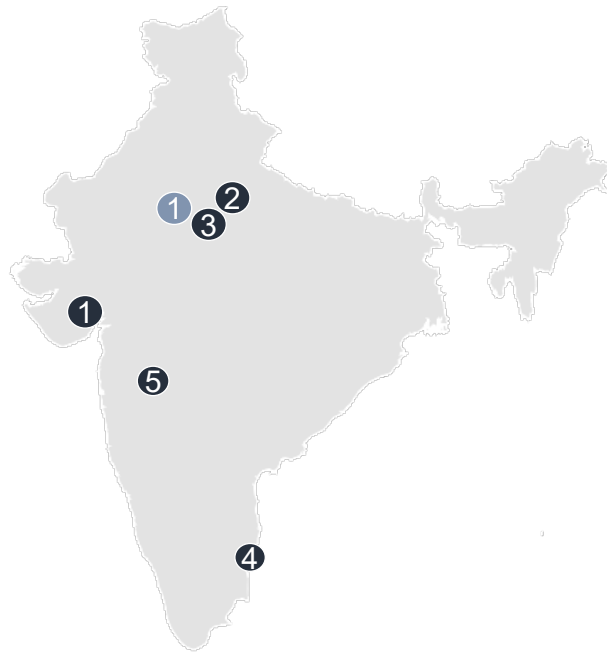


Geographical expansion into China, India and the US (planned)



1) Add-on acquisition for HILO Group; 2) Dividend proposal of the Management Board and Supervisory Board for the Annual General Meeting on June 4, 2024; 3) Only signed, not closed

Mutares in India: Mutares has 6 plants operating in India generating ~EUR 80 million in revenues



SFC Solutions

**MOLD
TECS**



SFC India providing Sealing & Fluid solutions to Indian automotive OEMs

1 Sanand

- Start of operations: 2014
- FTEs: 432
- Size: 6,312 sqm



4 Chennai

- Start of operations: 2017
- FTEs: 405
- Size: 11,290 sqm



2 Sahibabad

- Start of operations: 1994
- FTEs: 475
- Size: 18,948 sqm



5 Pune

- Start of operations: 2007
- FTEs: 85
- Size: 6,600 sqm



3 Bawal Plant

- Start of operations: 2013
- FTEs: 970
- Size: 1,288 sqm



H Q Headquarters (Pune)

- FTEs: 33
- Size: 380 sqm



MoldTecs India providing Plastics solutions to Indian automotive OEMs

1 Bawal Plant


- Start of operations: 2024
- FTEs: 20
- Size: 1,288 sqm



Mutares in India: Portfolio companies serve major customers across India



Newly formed global player in the automotive hinges & locking system market with annual revenues of ~EUR 300 million, evolving potential since 1st acquisition in 2019




Automotive
Sector

Hainichen, Germany
Headquarters

2024
Founded

1500
Employees

Geographical presence
Physical: 6 countries worldwide





Global system supplier of automotive components

HILO Group is a leading supplier of automotive hinges and locking systems, bringing together four renowned automotive suppliers, well established in the market. The group supplies premium OEMs with a specialized product portfolio ranging from stamped and forged hinges, door stoppers and locking systems, along with other transmission components and body and frame structures. HILO Group operates in currently 10 locations worldwide, across 6 countries: Germany, Poland, Bulgaria, China, Romania and Mexico.



Strategic directions for HILO Group

HILO's strategy focuses on market consolidation through acquisitions, optimizing its organizational structure for efficiency, and consolidating production plants to reduce overhead costs. These initiatives aim to strengthen its market position and drive profitability.



Focused M&A support to build a strong group with significant market share

The group plans to fully integrate its recent add-on acquisitions. Supported by focused M&A support, the company aims to fortify the HILO Group's presence, securing a substantial market share. Leveraging these add-ons presents an opportunity to attain an even more attractive market position.



Group



&



Platform



Add-on



Add-on



Main customers





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Net income of Mutares Holding benefiting in particular from exit of Frigoscandia in Q1 2024 and improvement in Adjusted EBITDA on a positive level for Mutares

Key financials (EUR million)	Q1 2024	Q1 2023	Δ	FY 2024e
Mutares Group				
Revenues	1,346.1	1,108.0	238.1	5,700 – 6,300
EBITDA	66.1	112.4	-46.3	
Adjusted EBITDA	14.0	5.1	8.9	
Mutares Holding				
Revenues	29.3	27.1	2.2	
Portfolio Income	29.3	27.1	2.2	
Net Income	51.3	8.2	43.1	108.0 – 132.0

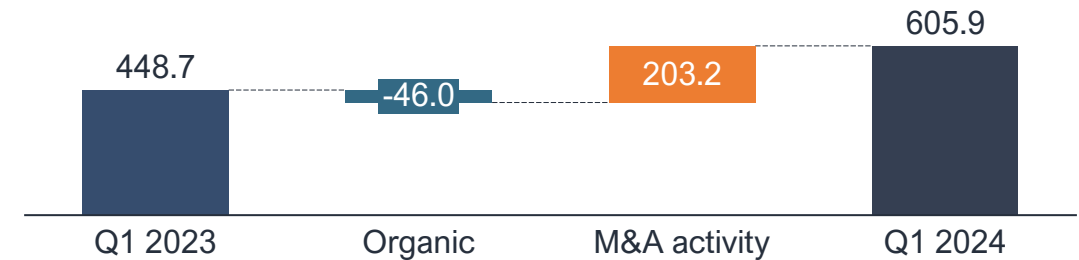
EUR million	Q1 2024	Q1 2023
Automotive & Mobility		
Revenues	605.9	448.7
Adjusted EBITDA	22.3	-6.9
Engineering & Technology		
Revenues	224.3	263.1
Adjusted EBITDA	-7.7	0.7
Goods & Services		
Revenues	286.4	190.4
Adjusted EBITDA	0.2	3.7
Retail & Food¹⁾		
Revenues	230.1	207.0
Adjusted EBITDA	-9.7	-2.3
Mutares Group		
Revenues ²⁾	1,346.1	1,108.0
Adjusted EBITDA ²⁾	14.0	5.1

1) Segment Retail & Food has been established in July 2023. Due to the shift from already existing portfolio companies Lapeyre, keeper Group, FASANA and SABO from the Goods & Services segment to the new segment, the previous period financials have been adjusted. 2) After consolidation

Automotive & Mobility: Transformation programs face headwinds due to reduced call-offs

EUR million	Q1 2024	Q1 2023	Δ
Revenues	605.9	448.7	157.2
Cost of material	-356.0	-289.6	-66.4
Personnel expenses	-169.1	-113.1	-56.0
Other expenses	-78.8	-62.8	-16.0
EBITDA	29.7	65.9	-36.2
Adjusted EBITDA	22.3	-6.9	29.2
in % of Revenues	3.7%	-1.5%	5.2%

Revenue bridge (EUR million)

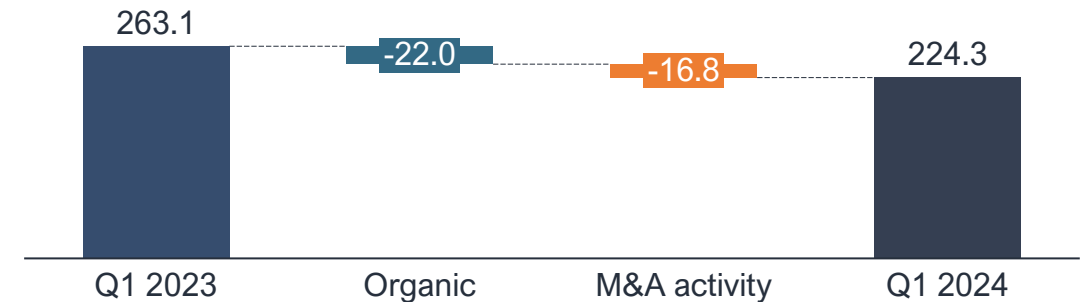


- Acquisition of Peugeot Motorcycles and the add-on acquisitions for the FerrAI United Group (in particular MMT-B) in FY 2023 drive increase in revenues
- Increase in Adjusted EBITDA reflects successful implementation of transformation programs especially at MMT-B and Cimos (part of FerrAI United) as well as SFC Group (part of Amaneos). Offsetting effects resulting from the partly negative contributions of the new acquisitions (e.g., Peugeot Motorcycles).

Engineering & Technology: Challenging market in the constructions industry with delayed projects lead to lower profitability

EUR million	Q1 2024	Q1 2023	Δ
Revenues	224.3	263.1	-38.8
Cost of material	-150.0	-207.6	57.6
Personnel expenses	-66.3	-56.1	-10.2
Other expenses	-36.2	-33.6	-2.6
EBITDA	-11.7	10.2	-21.9
Adjusted EBITDA	-7.7	0.7	-8.4
in % of Revenues	-3.4%	0.3%	-3.7%

Revenue bridge (EUR million)



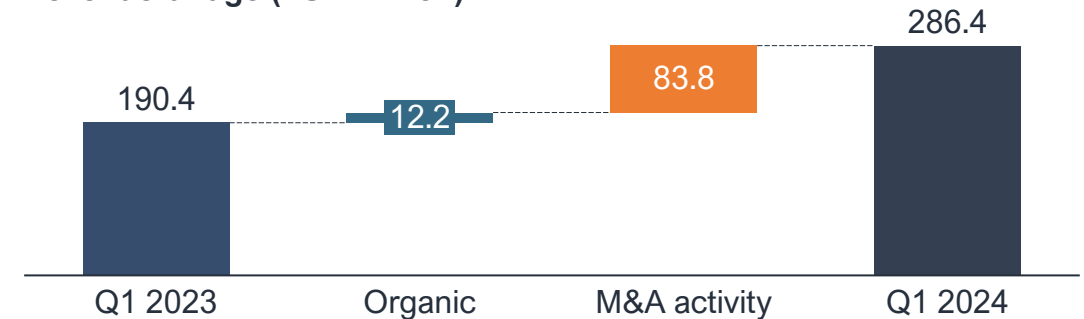
- Acquisitions of Efacec and Byldis (in FY 2023) do not fully compensate the decrease in revenues resulting from the past exits of Lacroix+Kress, Japy Tech and FDT
- Negative contributions on Adjusted EBITDA by the newly acquired portfolio companies Efacec and Byldis, while other portfolio companies (e.g., Steyr Motors, Guascor and Gemini/ADComms) show significant steps forward.



Goods & Services¹⁾: Strong revenue growth due to recent acquisitions

EUR million	Q1 2024	Q1 2023	Δ
Revenues	286.4	190.4	96.0
Cost of material	-139.2	-115.4	-23.8
Personnel expenses	-121.6	-57.7	-63.9
Other expenses	-35.5	-20.1	-15.4
EBITDA	52.8	6.9	45.9
Adjusted EBITDA	0.2	3.7	-3.5
in % of Revenues	0.1%	1.9%	-1.9%

Revenue bridge (EUR million)



- Increase in revenues due to acquisitions, mainly GoCollective, ReloBus and MobiLitas (together formerly: Arriva Group) and Palmia in FY 2023; Terranor Group with ongoing organic revenue growth in comparison to previous year
- EBITDA benefited from the deconsolidation effect from the exit of Frigoscandia
- Adjusted EBITDA benefits from positive contribution of Frigoscandia, Terranor and Palmia

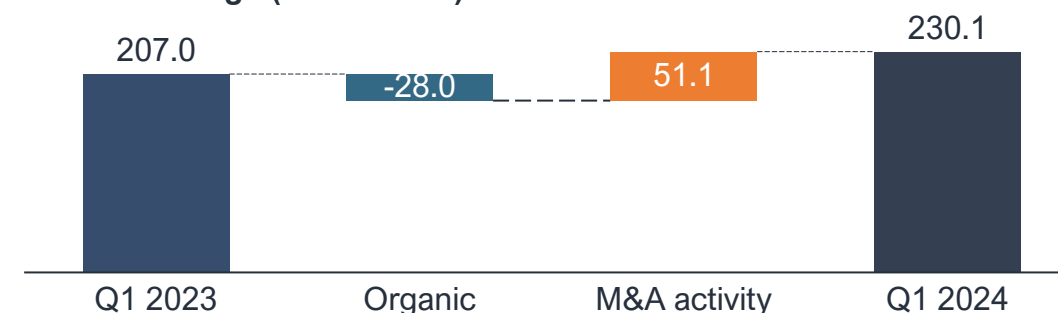


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Retail & Food¹⁾: Newly formed segment with pleasant buy-side activity

EUR million	Q1 2024	Q1 2023	Δ
Revenues	230.1	207.0	23.1
Cost of material	-129.6	-118.5	-11.1
Personnel expenses	-52.9	-48.7	-4.2
Other expenses	-69.5	-64.7	-4.8
EBITDA	-13.5	20.1	-33.6
Adjusted EBITDA	-9.7	-2.3	-7.4
in % of Revenues	-4.2%	-1.1%	-3.1%

Revenue bridge (EUR million)



- Contribution into revenues from the recent acquisition of Prénatal, Gläserne Molkerei and TeamTex
- Decline in revenues at Lapeyre due to a difficult market environment
- Adjusted EBITDA benefitting from stabilized performance at keeper, compensated by lower profitability in connection with the decline in revenues at Lapeyre

FASANA

GLÄSERNE
MOLKEREI

keeper

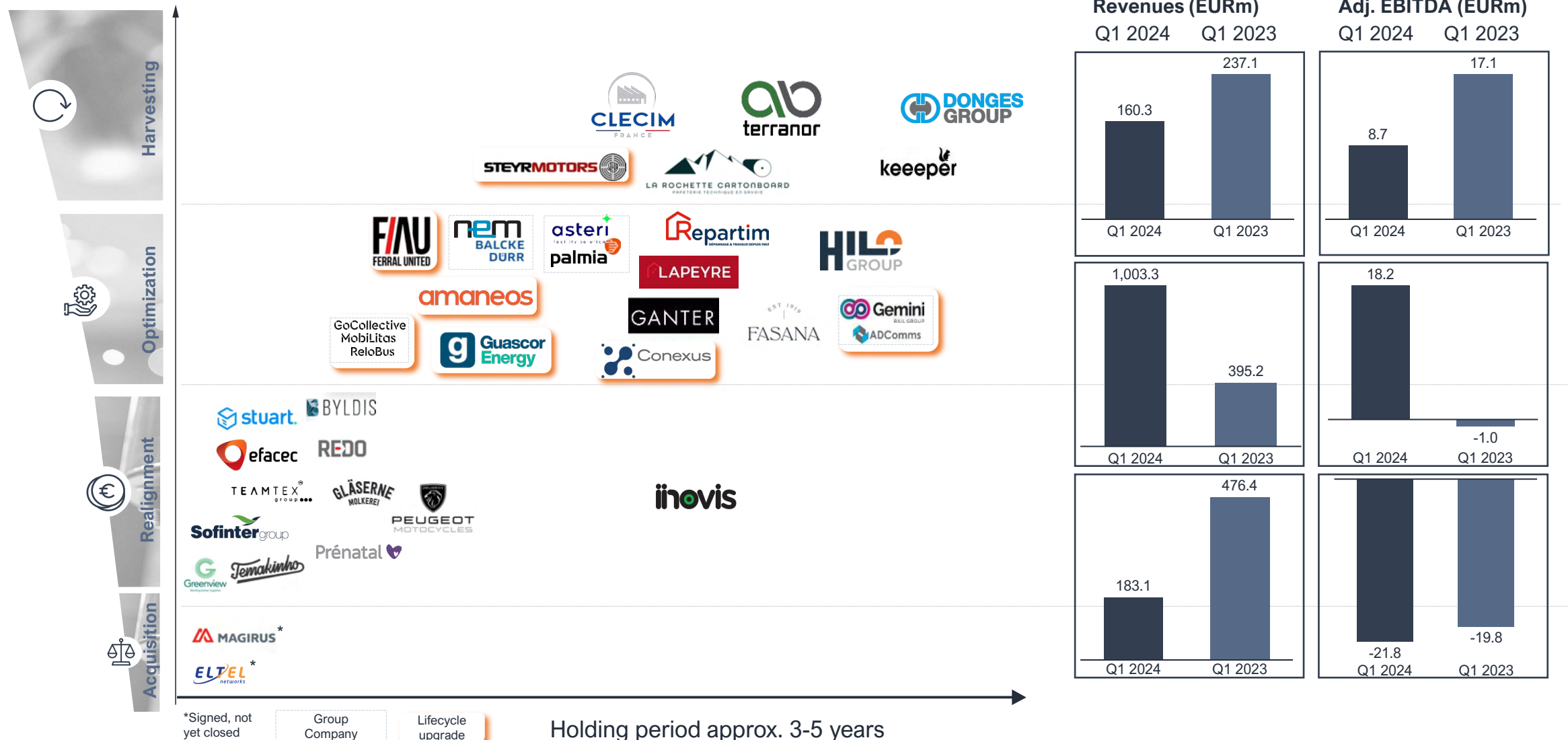
LAPEYRE

Prénatal

TEAMTEX
GROUP

1) Segment Retail & Food has been established in July 2023. Due to the shift from already existing portfolio companies Lapeyre, keeper Group, FASANA and SABO from the Goods & Services segment to the new segment, the previous period financials have been adjusted.

Current portfolio allocation well diversified across value creation life cycle





MUTARES





Company & Business Model

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Financials of Q1 2024

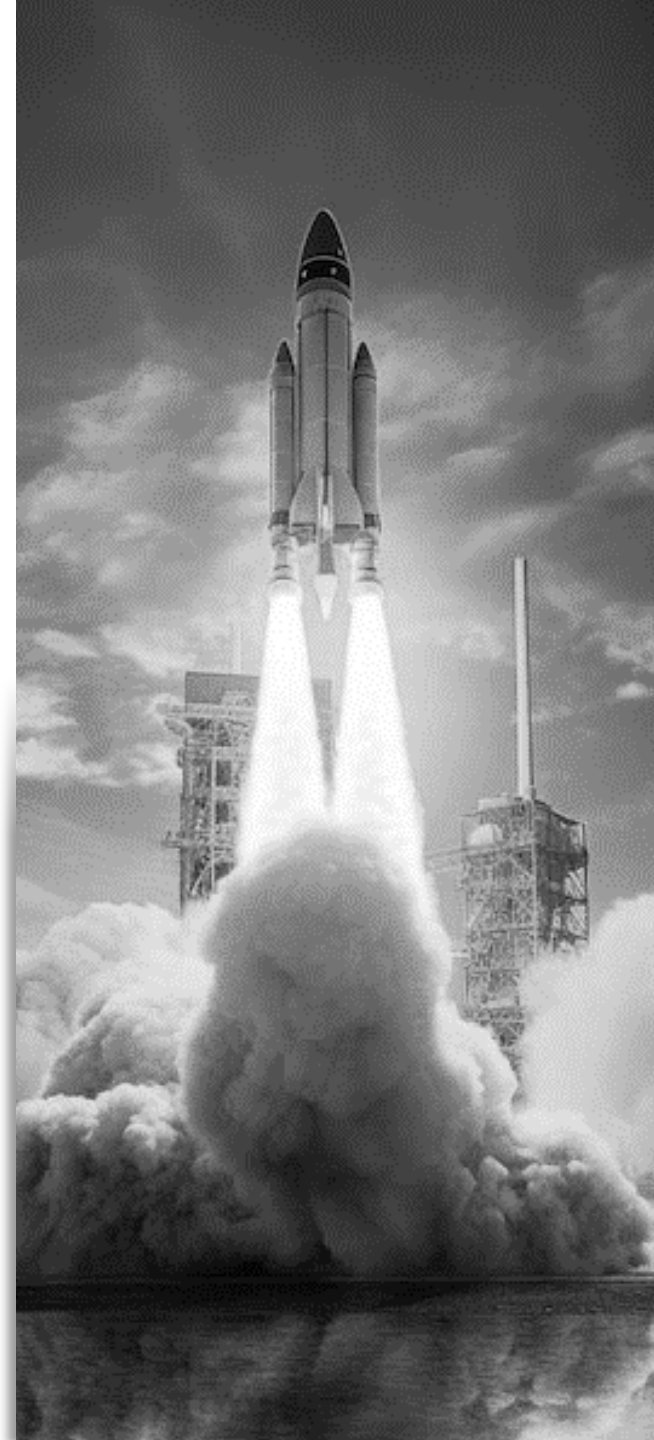
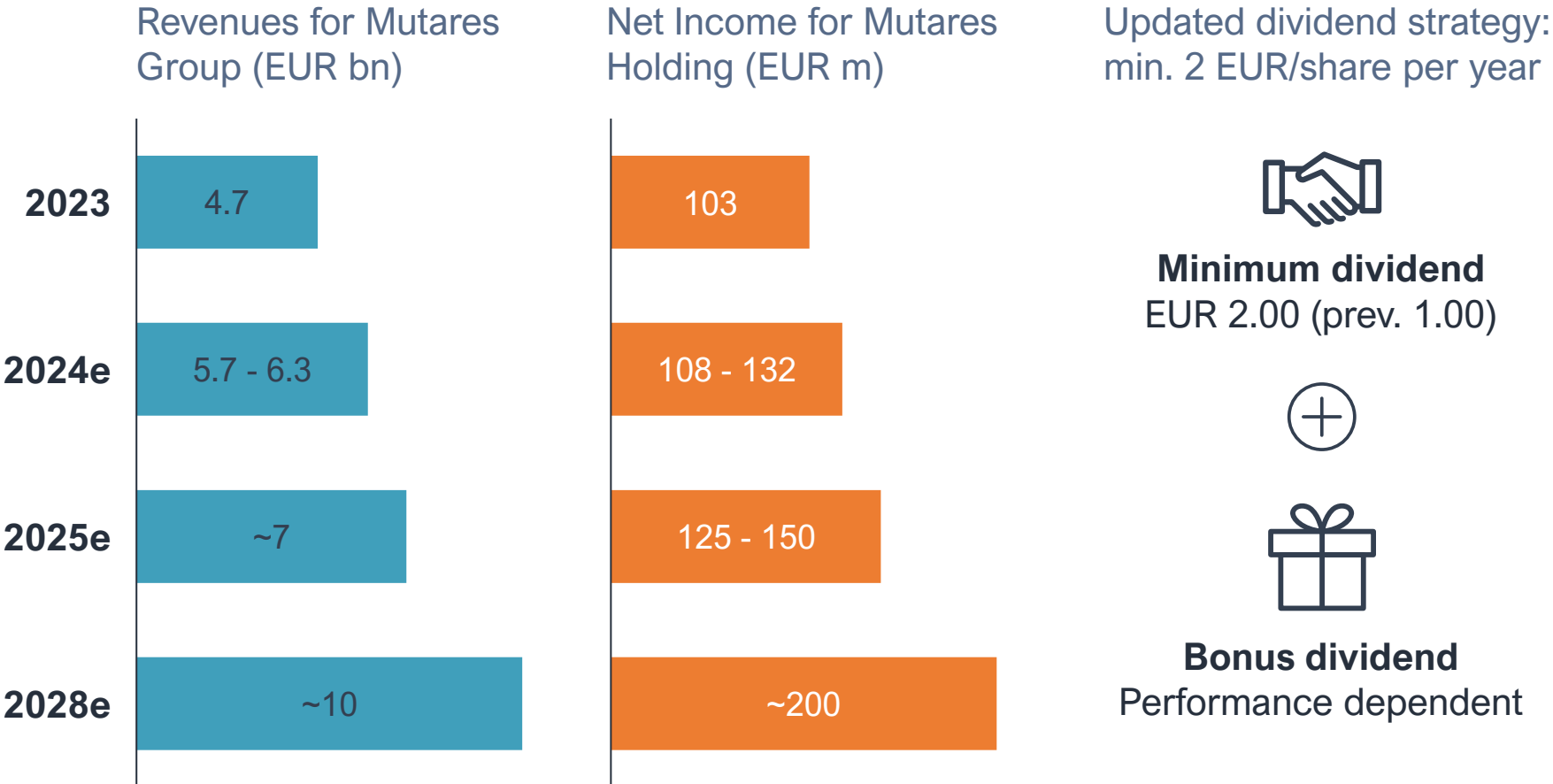
Outlook

Investment summary

-  Attractive access to the private equity market
-  Successful track record & proven industry knowledge
-  Attractive dividend strategy
-  Focus on growth
-  High transparency
-  Strong share and bond performance
-  Family and owner managed company
-  Sustainability oriented



We delivered what we promise and will continue the growth path towards 2028



Q&A

Thank you for your questions.

If you want to ask a question, please register in the contact section in the webcast to receive the telephone dial ins.

Please mute yourself on the webcast.

Appendix: Group Financials

Condensed consolidated statement of profit and loss

EUR million	Q1 2024	Q1 2023
Revenues	1,346.1	1,108.0
+/- Change in inventories	8.9	42.3
Other income	106.8	139.5
Cost of material	-774.6	-730.7
Personnel expenses	-422.5	-286.4
Other expenses	-198.6	-160.4
EBITDA	66.1	112.4
Depreciation & Amortisation	-85.4	-46.8
EBIT	-19.3	65.5
Financial result	-26.1	-16.2
Income taxes	-9.5	0.8
Net income	-54.9	50.2

Appendix: Group Financials

Condensed consolidated balance sheet

EUR million	31/03/2024	31/12/2023
Intangible assets	244.5	245.3
PP&E	1,160.2	1,166.7
Right of use assets	465.4	466.1
Other	183.6	166.4
Non-current assets	2,053.8	2,044.5
Inventories	696.5	673.4
Trade & other rec.	516.2	491.0
Contract Assets	103.3	102.8
Cash & equivalents	527.0	520.2
Assets held for sale	0.0	138.6
Other	350.5	378.2
Current assets	2,193.5	2,304.2
Total assets	4,247.3	4,348.7

EUR million	31/03/2024	31/12/2023
Total equity	1,052.8	1,119.6
Financial liabilities	852.7	736.4
Provisions	319.6	342.3
Other	144.6	145.9
Non-current liabilities	1,317.0	1,224.6
Trade payables	643.3	674.6
Other financial liab.	457.6	429.4
Contract Liabilities	203.9	220.4
Provisions	170.1	166.3
Liabilities held for sale	0.0	131.3
Other	402.6	382.6
Current liabilities	1,877.5	2,004.5
Total equity & liabilities	4,247.3	4,348.7