

MUTARES



Leading Private Equity Special Situations Investor

Elevator Pitch
September 2021

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Clear Identity

Mutares means unrivaled private equity carve outs

OUR MISSION

Transform distressed corporates and their ownership into sustainable, lasting and value accretive opportunities for shareholders

OUR VISION

Be the undisputed international leader in mid-market special situations driven by our sustainable investment principles

OUR GOAL

Sector leading risk adjusted returns and direct performance contribution for every shareholder driven by sustainable and rising dividends

OUR VALUES

Entrepreneurship, Integrative Management, Sustainability, Personal Integrity

OUR IDENTITY

Mutares creates value by transforming risks and opportunities into sustainable business success.

Mutares pursues a unique Investment Approach

Our key strengths, manifested by our investment principles

**Integrated business
model with high exit
margins**

**Risk mitigation
through portfolio
diversification**

MUTARES

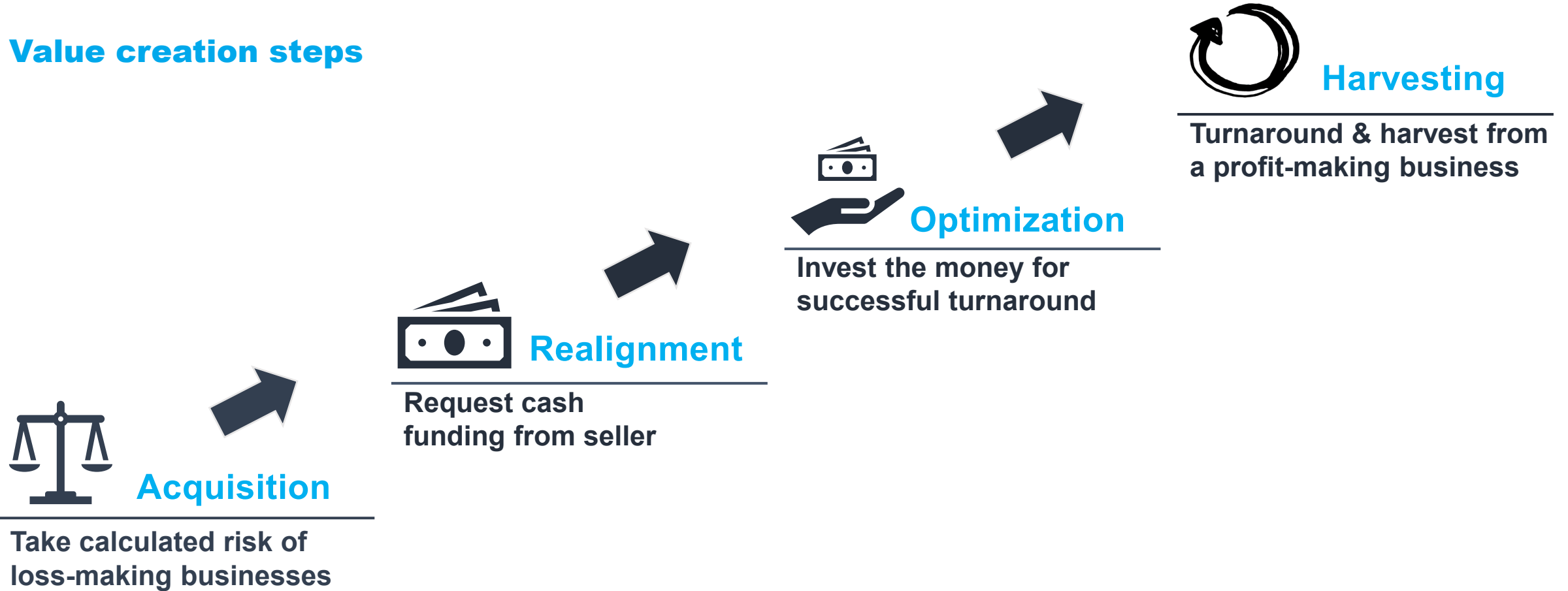
**International operational
excellence with highly
skilled people**

**Local market access
with own Investment
team**

Unique Value Creation Life Cycle with ROIC Target of 7-10x Times

Taking calculated risks and losses and turning them into opportunities and success

Value creation steps



Outstanding Growth and maximum Value Creation

Criteria for achieving sustainable value creation and successful turnaround

European Focus



Three Segments



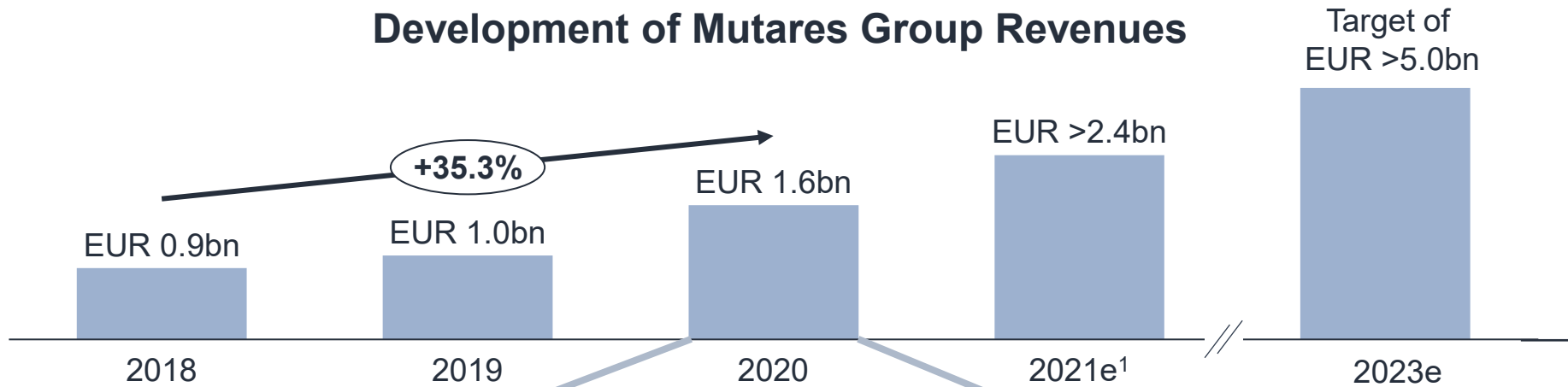
Company Size
EUR 20-500m



Turnaround Hero



Development of Mutares Group Revenues



Revenues by Segments

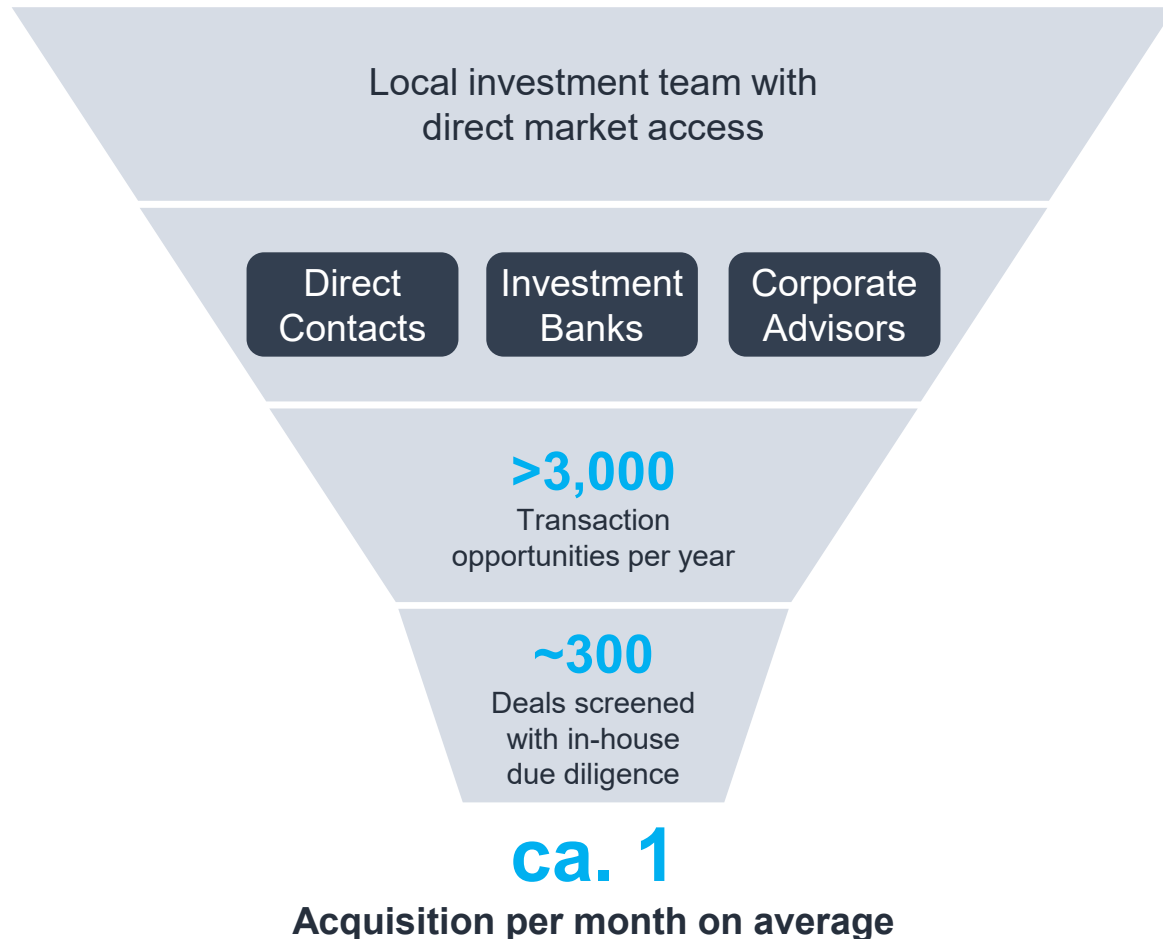
38.0%	33.8%	28.2%
Automotive & Mobility	Engineering & Technology	Goods & Services

1) estimated revenues

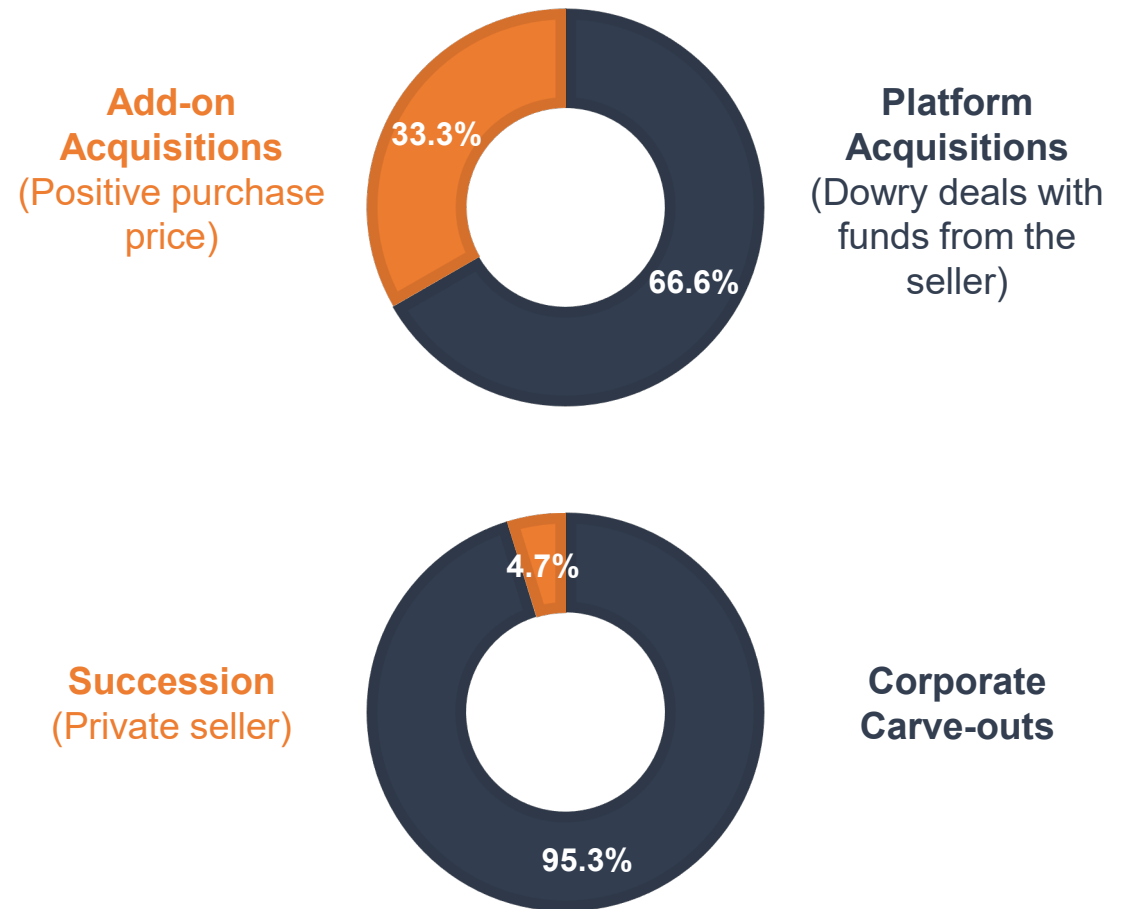
M&A: Mutares Investment Team with strong Sourcing and Execution Power

More than 3.000 opportunities seen in 2020 with increasing potential

Deal Sourcing



Deal Characteristics¹



1) based on 21 acquisitions in 2018-2020

Mutares Principles Follow A Sustainable Corporate And Investment Charta

Our aim is sustainable value creation for all stakeholders in our portfolio companies and beyond

Drive Sustainable Value

Increase shareholder value through successful operational restructurings for employees and stakeholders

Independent Governance

We drive turnarounds and provide a future for companies and their employees

Enhance Sustainability & Efficiency

Reduce CO₂-emissions, water, plastic usage, while increase sustainable energy sources across all portfolio companies

Enhance Diversity & Talent

Our international, diversified expertise of our key talent is our most important equity and driver of superior excellence



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