



MUTARES  
150230

**WE PROMISED – WE DELIVERED**

**Conference Call FY 2021**

Munich, 12 April 2022

## 1 Key Highlights

# Clear Identity and Strong Achievements

## 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

# MUTARES

Group Revenues  
**EUR 2.5 bn**  
FY 2021

*guided:*  
*min. EUR 2.4 bn*

Target Group Revenues  
**min. EUR 5 bn**  
FY 2023

Holding Net Income  
**EUR 50.7 m**  
FY 2021

*guided:*  
*EUR 43 - 53 m*

Target Holding Net Income  
**EUR 100 m**  
FY 2023



## Highlights of FY 2021

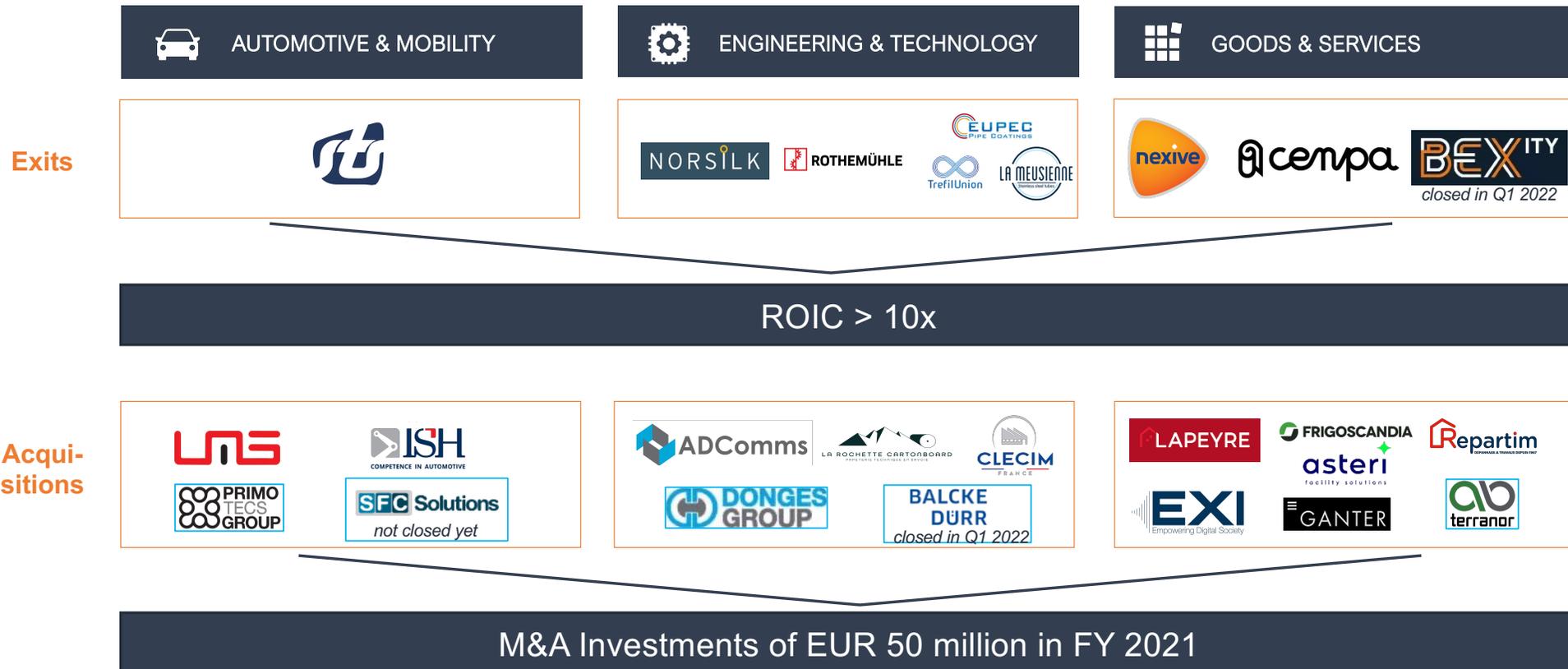
High transaction activity, expansion of Mutares presence and successful capital increase incl. uplisting



1 Key Highlights

## 6 Exits and 14 Acquisitions Closed in FY 2021

Target ROIC of 7-10x overachieved and EUR 50 million invested in FY 2021



Add-on-Investments



## Outstanding, Diversified Growth and Maximum Momentum

Criteria for achieving sustainable value creation and successful turnaround

European Focus



Three Segments



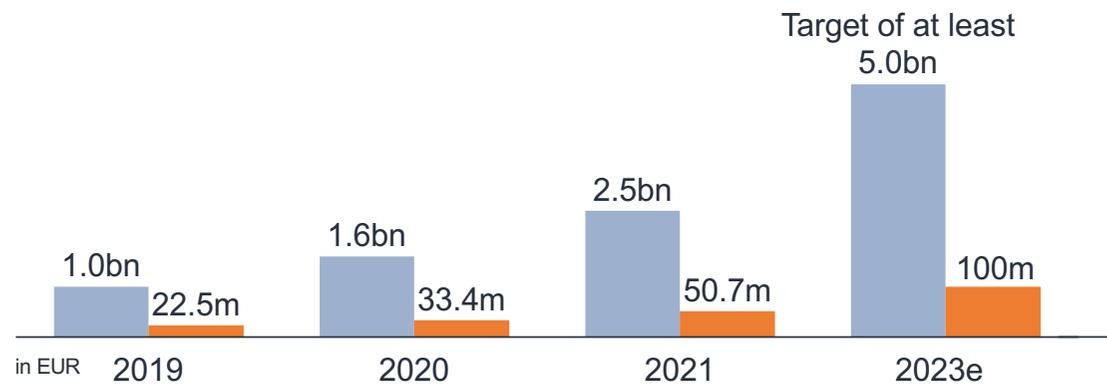
Company Size  
EUR 100-500m



Turnaround Hero



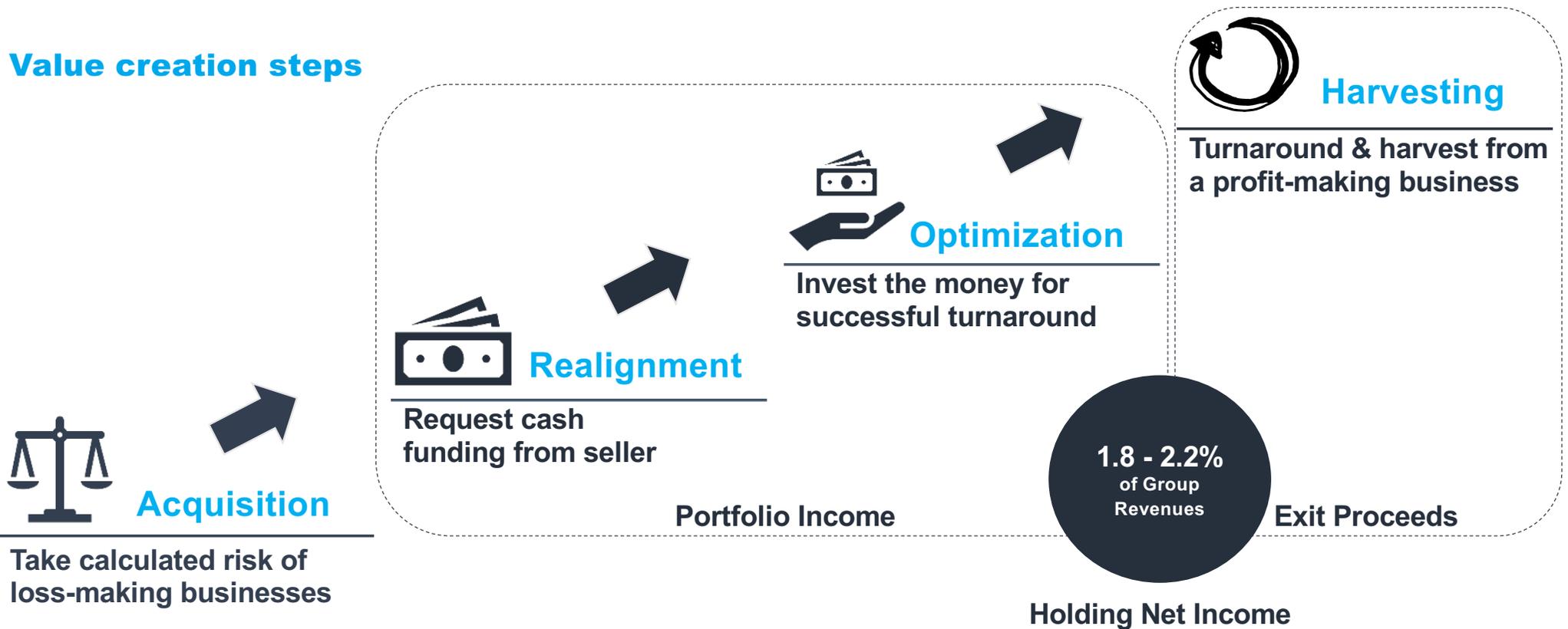
### Development of Mutares Group Revenues and Mutares Holding Net Income



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

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

### Value creation steps



## Mutares Portfolio has grown to 25 Companies

Risk diversification throughout segments across investments in all economic cycles

AUTOMOTIVE & MOBILITY	
	
	
	

ENGINEERING & TECHNOLOGY	
	
	
	
	
	

GOODS & SERVICES	
	
	
	
	
	

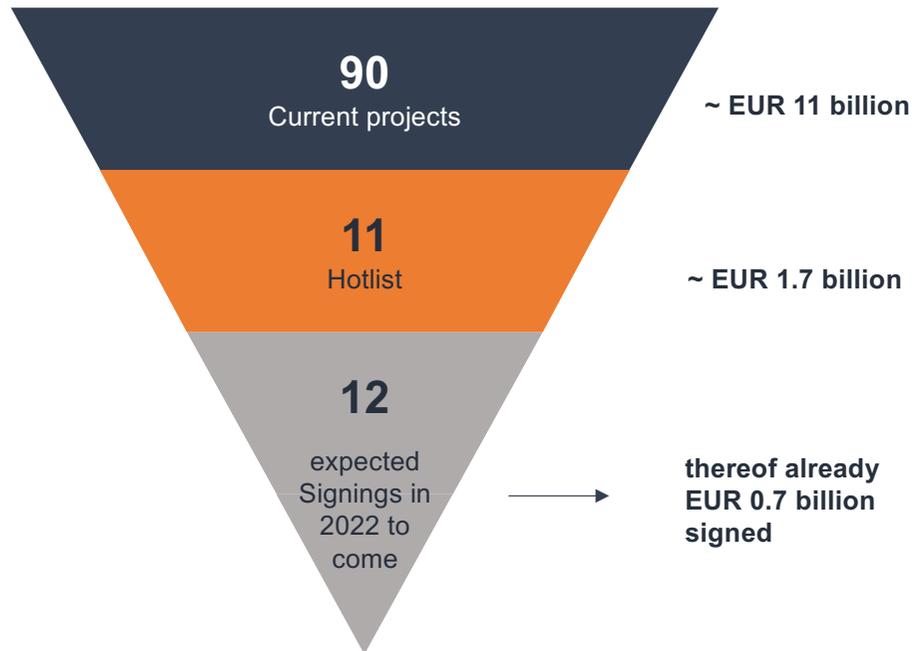
\*) Signed



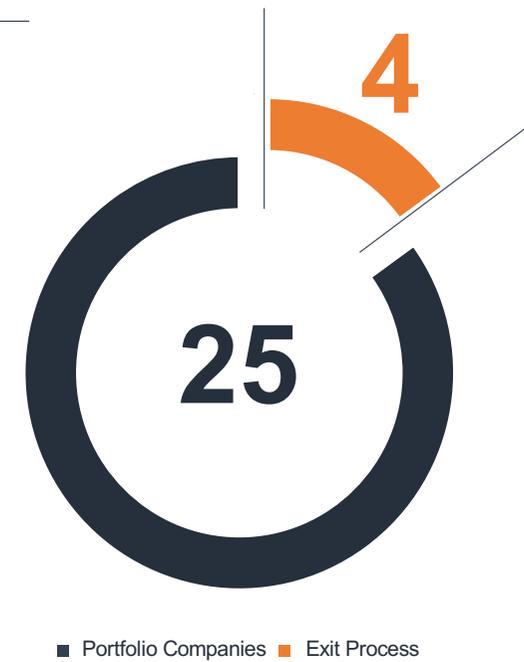
## Transaction Outlook on Buy- and Sell-Side

Filled pipeline in order to foster growth and increase shareholder value

### M&A Pipeline



### Exit Processes



## We promise – We will deliver again

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

### Guidance FY 2022

**min. EUR 4.0 bn**  
Group Revenues  
FY 2022

**EUR 72 - 88 m**  
Holding Net Income  
FY 2022



**FIRST IN MIND – FIRST IN CHOICE FOR SPECIAL SITUATIONS IN EUROPE**



MUTARES