

MUTARES



RETAIL & FOOD

Retail & Food Segment: Portfolio companies

Diversified industrial focus ensure high mitigation of economical risks



Acquired: 2020



Acquired: 2023



Acquired: 2019



Acquired: 2021

EUR 0.8 bn
Segment revenues

4
Portfolio companies

> 3,500
Employees

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GOODS & SERVICES

Goods & Services Segment: Portfolio companies

Diversified industrial focus ensure high mitigation of economical risks



Acquired: 2023



Acquired: 2021/23



Acquired: 2021



Acquired: 2021



Acquired: 2021



Acquired: 2021




EUR 1.3 bn
Segment revenues

9
Portfolio companies

>9,000
Employees



Acquired: 2020

 Signed, not yet closed

Mutares has acquired Arriva Denmark, Poland and Serbia, 3 private public transport operators, from the Deutsche Bahn / Arriva Group

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Company at glance



1) 2022 full year figures; all other values as of September 2023

A clear path towards profitability has been defined and key strategic pillars set



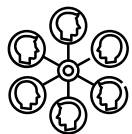
Revenues: **EUR 400 million** EBIT: **5%**



Establish each business unit as market leader in its segment



Support shift to more sustainability to reach climate targets



Mobility partner to develop the future of transportation





AUTOMOTIVE & MOBILITY



ENGINEERING & TECHNOLOGY



GOODS & SERVICES



RETAIL & FOOD



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