

Capital Markets Day 2019

Mutares realizes untapped value potential

Mutares

- Management committed to driving sustainably attractive returns to shareholders
- Mutares excellently positioned to source deals with its extensive European M&A network
- Attractive exit potential: Financial market conditions increase demand for investment targets
- Major industry changes fueling transaction pipeline with potential targets for new investments

Transactions

- Focused M&A strategy based on clear set criteria and overall value potential for shareholders
- More value creation through buy-and-build for selected portfolio companies

Operations

- Further strengthening consulting team in key competency areas like manufacturing excellence and IT
- Dividends to shareholders financed by delivery of part of earnings of already profitable portfolio companies to holding

Financials

- 2019 will be the year when Mutares Group grows beyond a run-rate of EUR 1 billion in sales
- Total new investments of holding in 2019 amounting to approx. EUR 750m in annualized sales
- Consistently high returns to shareholders: payout of at least EUR 1.00 per share for 2020

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