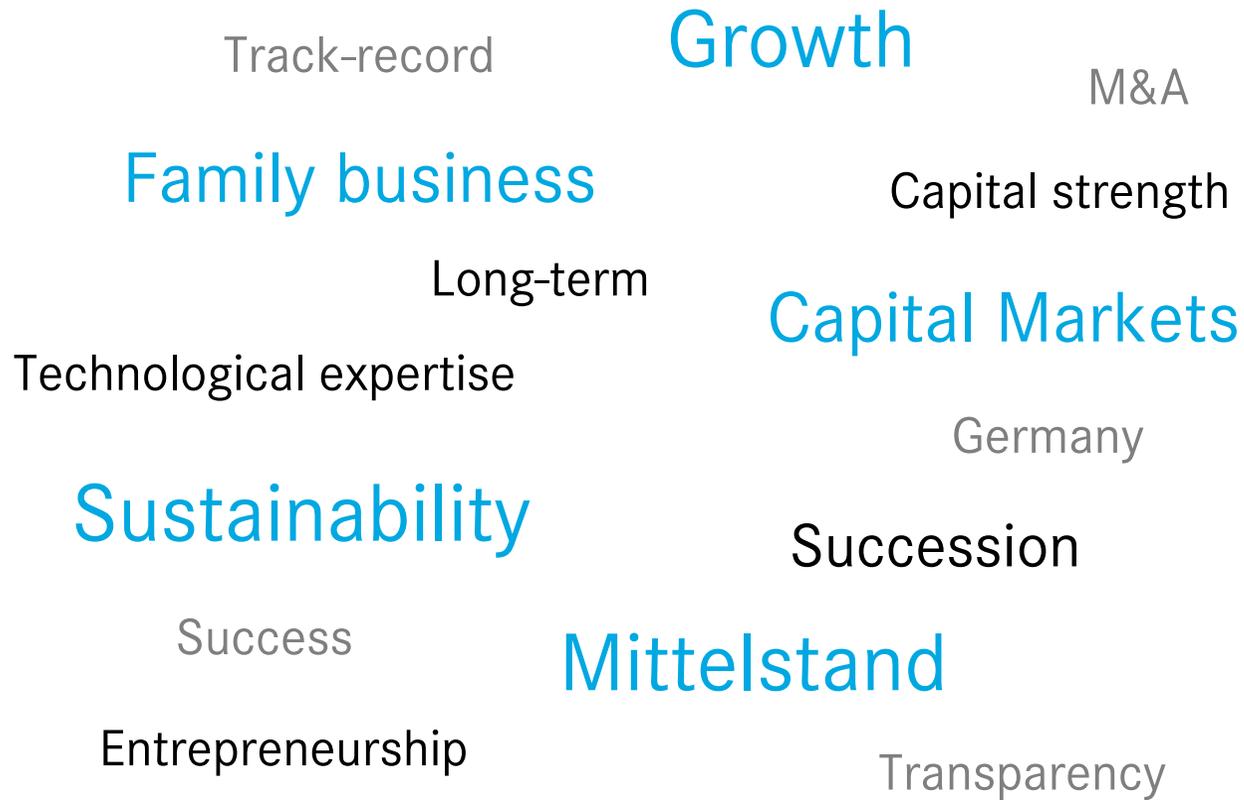


Company Presentation

MBB SE
30 March 2021

As a listed family business, MBB generates sustainable growth through technological expertise



Friedrich Vorwerk successfully completed its IPO and had its first day of trading on 25 March 2021



Friedrich Vorwerk's first day of trading



First price
€46.88

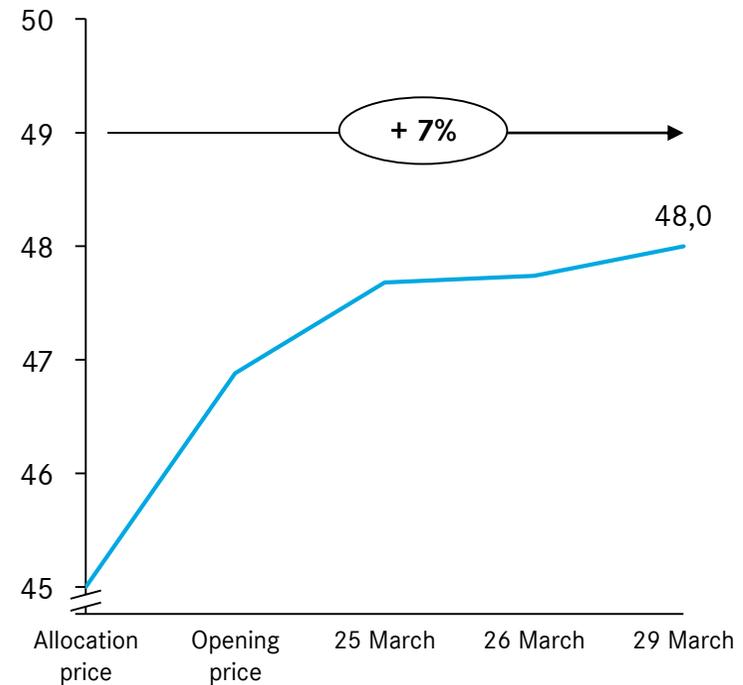


€900 million market cap

MBB holds 36% after IPO

46% free float

Stock price development since IPO



Vorwerk plans, realizes and operates the energy infrastructure of the future



With success

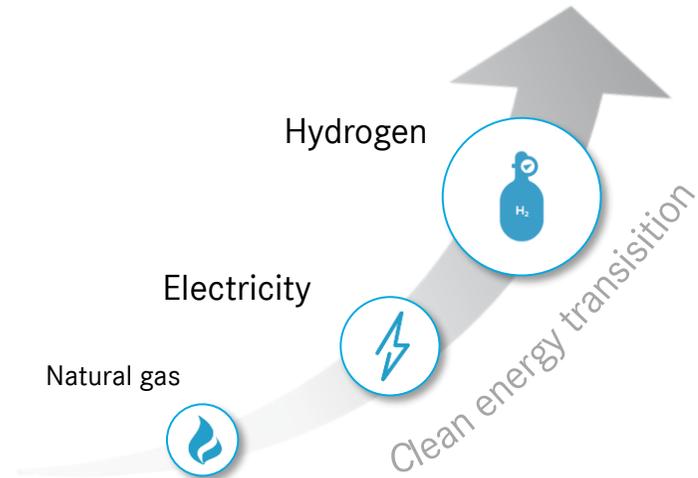
In highly attractive markets


>290 million €
revenues

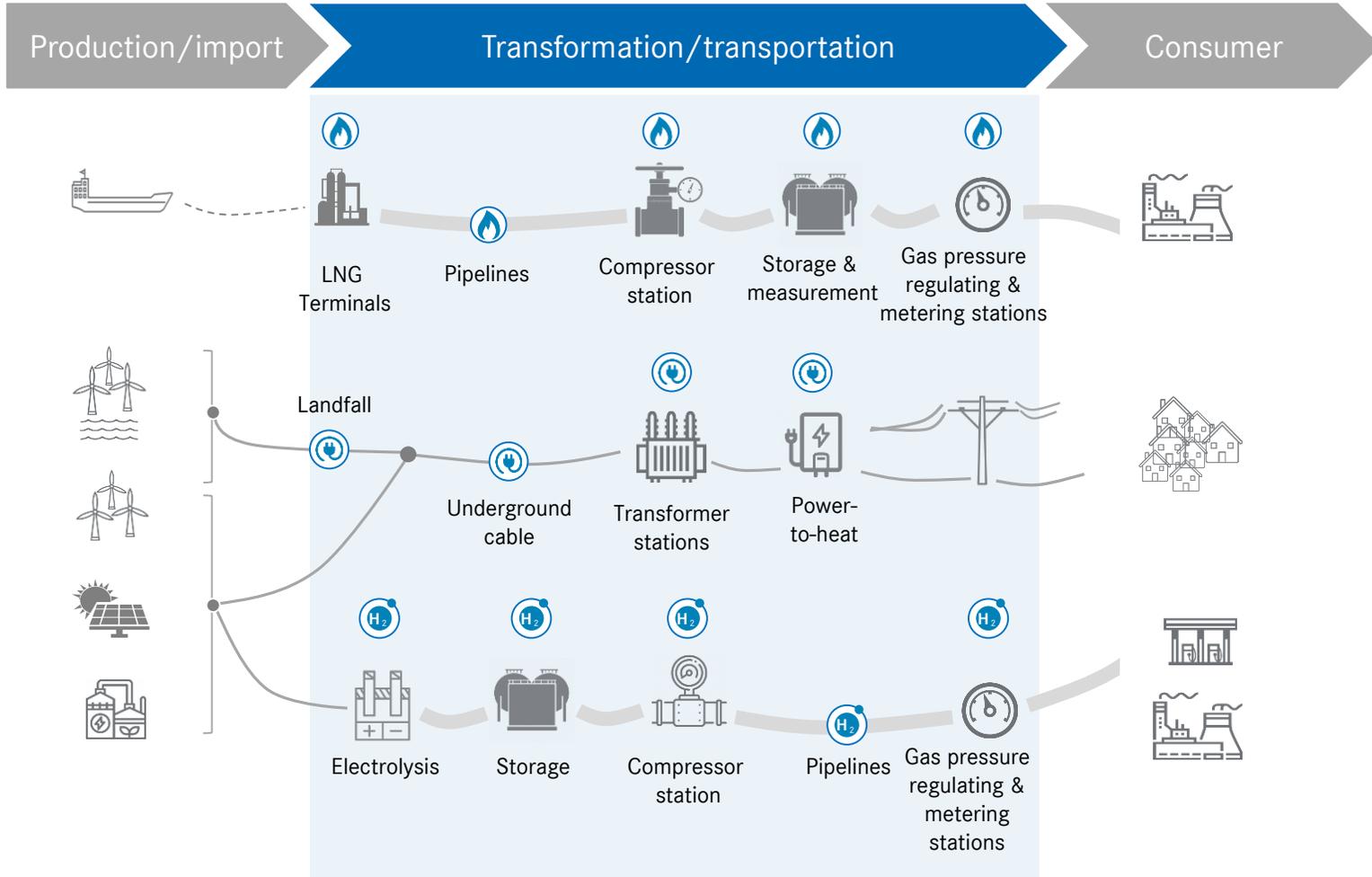

>1,250
employees


16 %
EBIT margin


>10 %
organic growth



Vorwerk with unique service offering for the transformation and transport of energy



Clean energy transition commands unprecedented investments in the energy infrastructure



Expansion of **Natural Gas Infrastructure** to compensate for coal and nuclear phase-out



Planned investment volume until 2026¹



Realization of **Electricity Highways** to allow for north-south distribution of renewable energies



Planned investment volume until 2026²



Significant ramp-up of **Green Hydrogen** to drive decarbonization of industry and transport



Planned investment volume until 2030³

1) NEP investment volume 2020-2026; volume attributed to year of planned project completion
 2) Total investment volume for major high-voltage DC (HVDC) projects outlined in NEP Electricity 2030 (2019)
 3) Maximum cumulative investment volume until 2030 as outlined in the European Clean Hydrogen Alliance
 Source: NEP Gas and Electricity; European Hydrogen Strategy

The hydrogen economy is at a critical tipping point

Hydrogen economy **today**



€11 tn

VORWERK

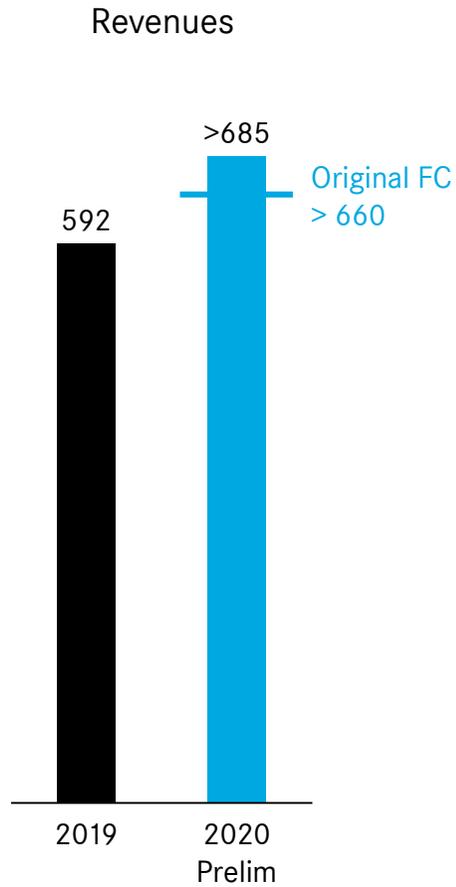
sees the opportunity to become a major driver of the European clean hydrogen revolution

and needs to further strengthen its technological edge right now

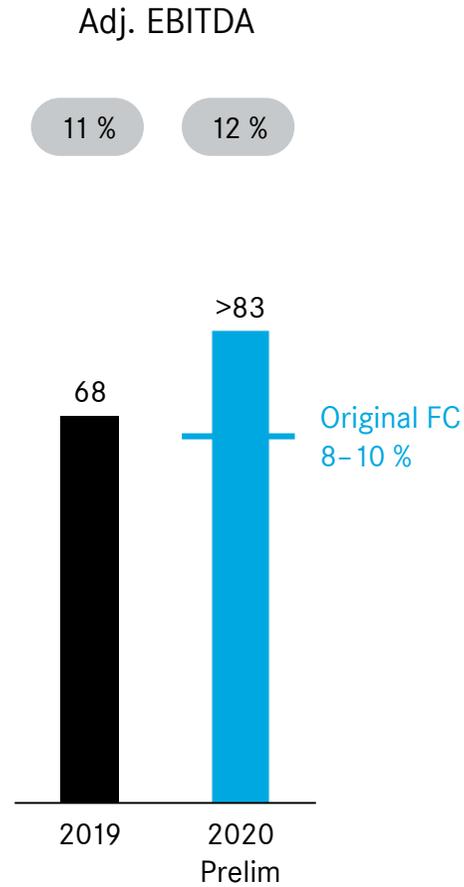
Hydrogen is at a 'tipping point' with \$11 trillion market set to explode, says Bank of America



MBB exceeds its original forecast and increases its EBITDA margin



in million €

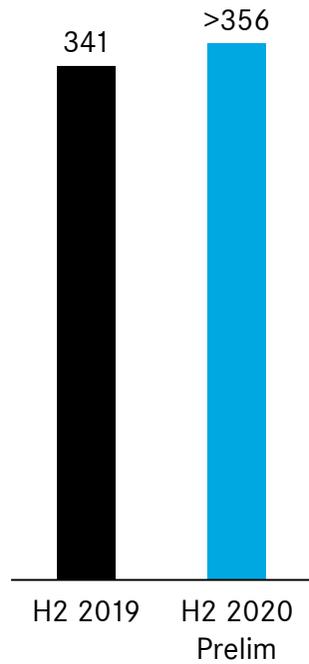


in million €

Strong performance in second half of 2020 despite Covid-19



Revenues



in million €

Adj. EBITDA



in million €

Vorwerk and DTS are the drivers of MBB's growth

Service & Infrastructure



Clean energy transition



Technological Applications



E-mobility



Consumer Goods



Tissue products



IT security



Ecological system solutions



Mattresses for e-commerce



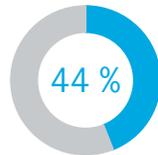
Specialty chemicals for tooling



MBB benefits from focus on sustainability trends

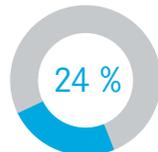
Revenue share
(9M 2020)

Key driver



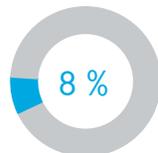
Clean energy transition

Tremendous investments in energy infrastructure to meet strict climate goals



E-mobility

Continuous shift to electrical drivetrain to accelerate decarbonization of mobility



Sustainable raw materials

Significant trend towards products made from renewable raw materials

~76 %

of revenues

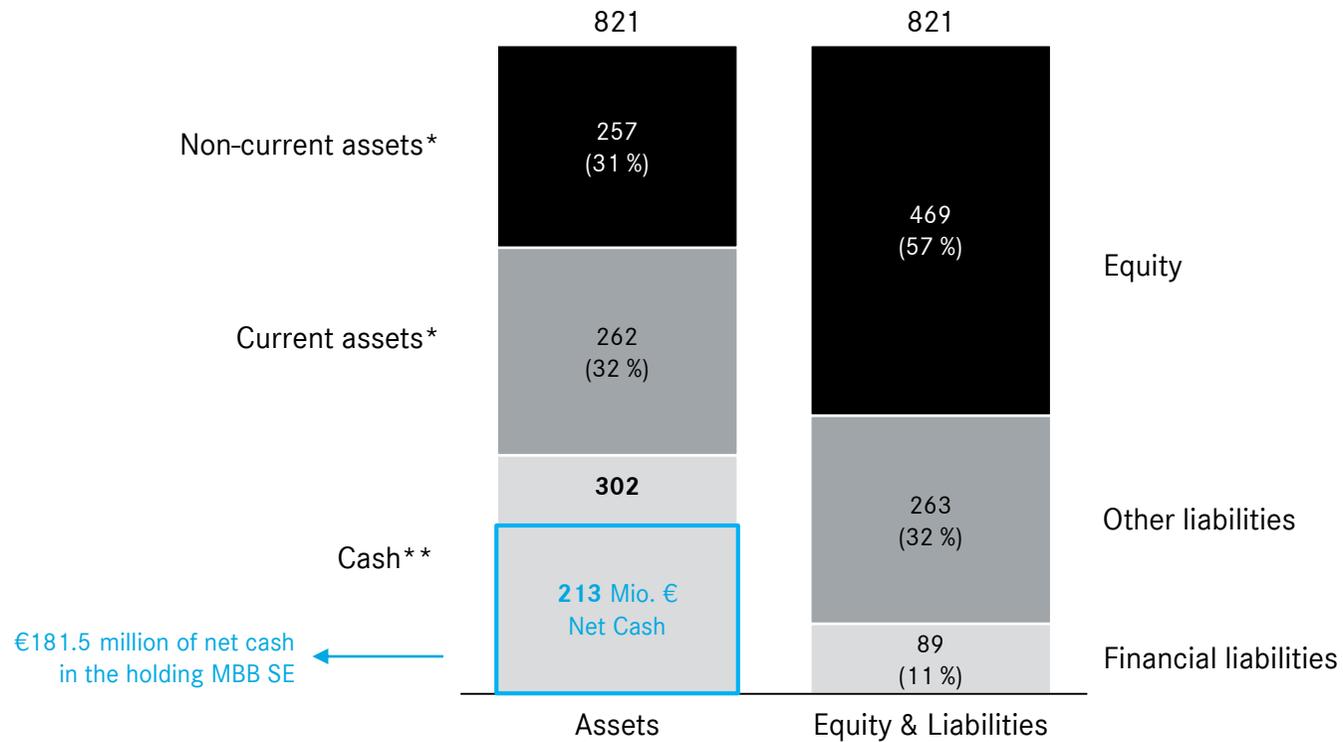
>80 %

of EBITDA

directly driven by **major sustainability trends**

MBB maintains a strong balance sheet for further acquisitions

Balance sheet as per September 2020
in million €



* Without cash positions
** Liquidity incl. securities & gold

MBB has unique selling points and an excellent reputation as buyer



Current developments in the M&A market



More opportunities

In the medium term, COVID-19 will lead to an increase in company sales



Business models under scrutiny

The distinction between temporary crisis and structural problem becomes more important



Bank independence as an advantage

Acquisition financing with high debt levels becomes more difficult

Unique selling points of MBB



Long-term perspective

MBB acquires businesses without the intention to sell in the future



Equity-based financing

MBB funds its acquisitions primarily through equity and without structured finance

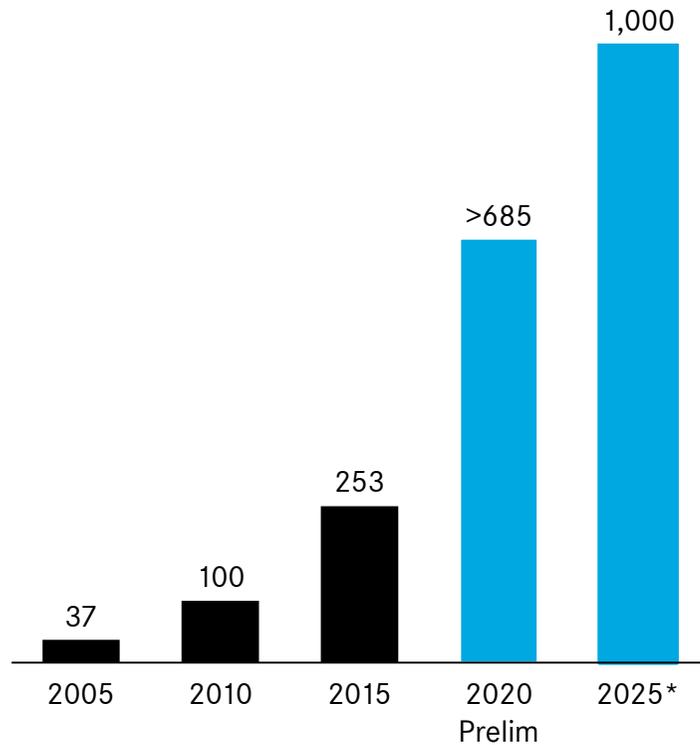


...from family to family...

As family-run Mittelstand company MBB maintains an entrepreneurial culture

MBB is looking at outstanding growth perspectives

Revenues
in million €



Key investment highlights



Focus on sustainability trends drives strong revenue growth at stable >10 % EBITDA margin



Vorwerk on track for exponential growth due to clean energy transition



DTS with unique positioning in booming IT security market



Aumann with >60 % e-mobility share in order intake on track for successful turnaround



25 years track-record and substantial cash reserves to seize rising number of attractive M&A opportunities

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