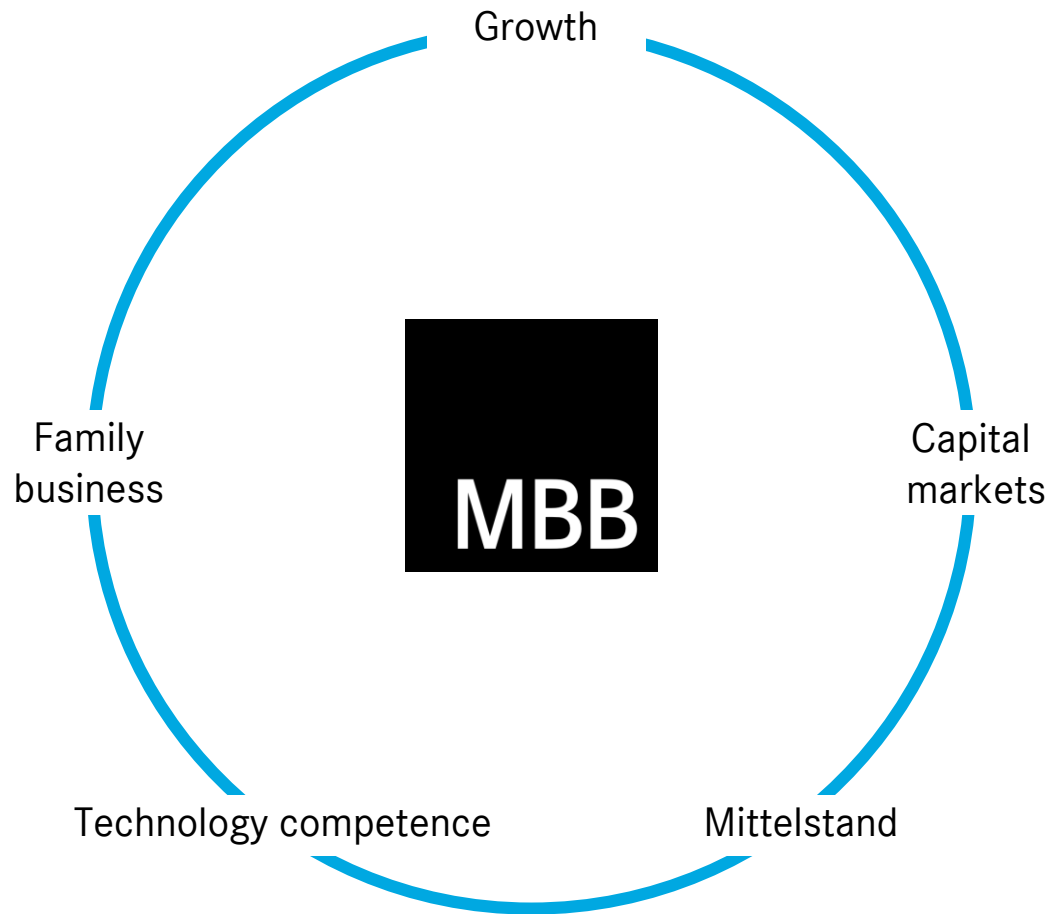


Commerzbank Sector Conference 2019

MBB SE
28 August 2019

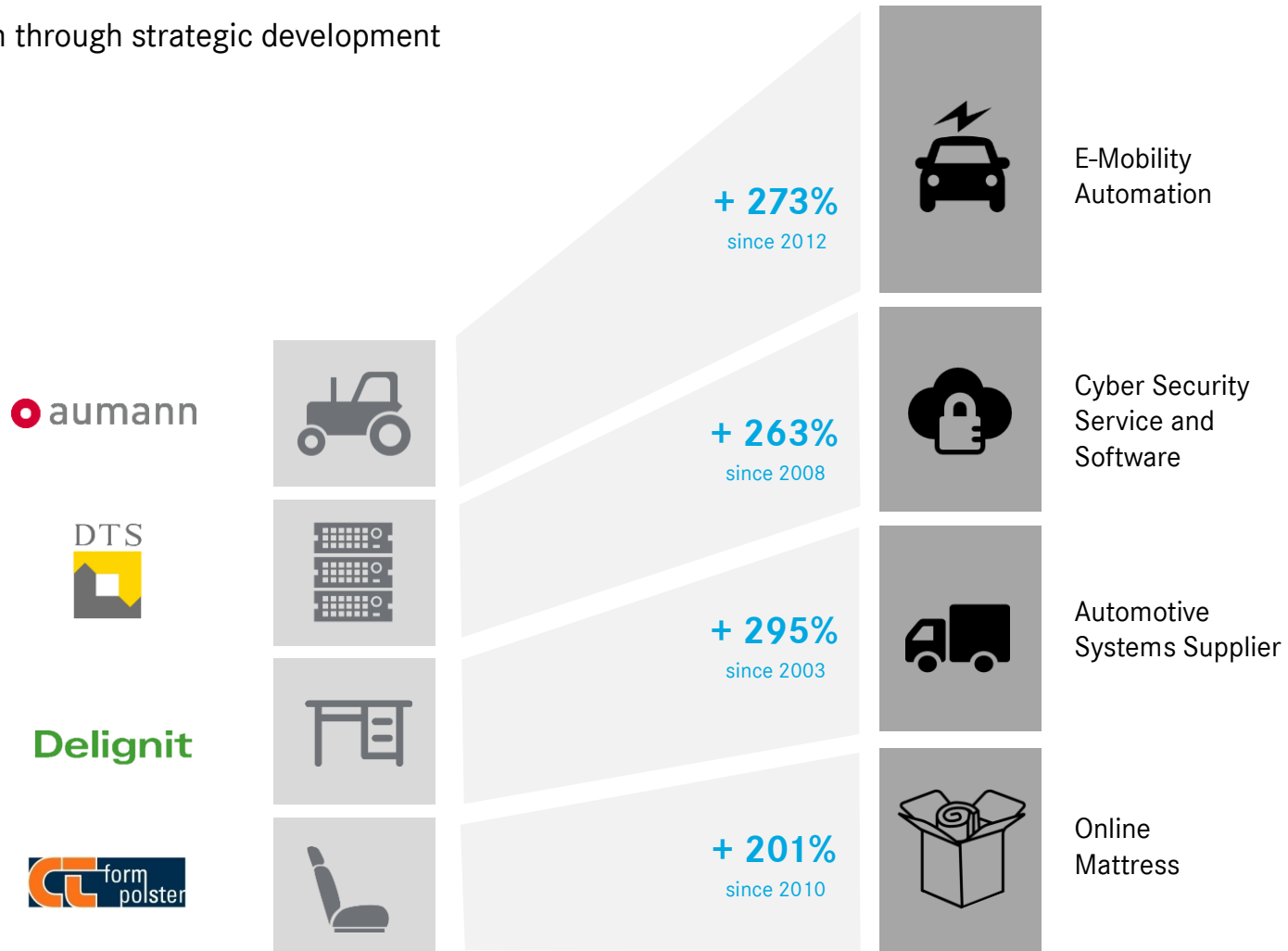
As a listed family business, MBB generates growth through technological expertise



MBB develops business models to growth models



Growth through strategic development



MBB strengthens strategic development through M&A

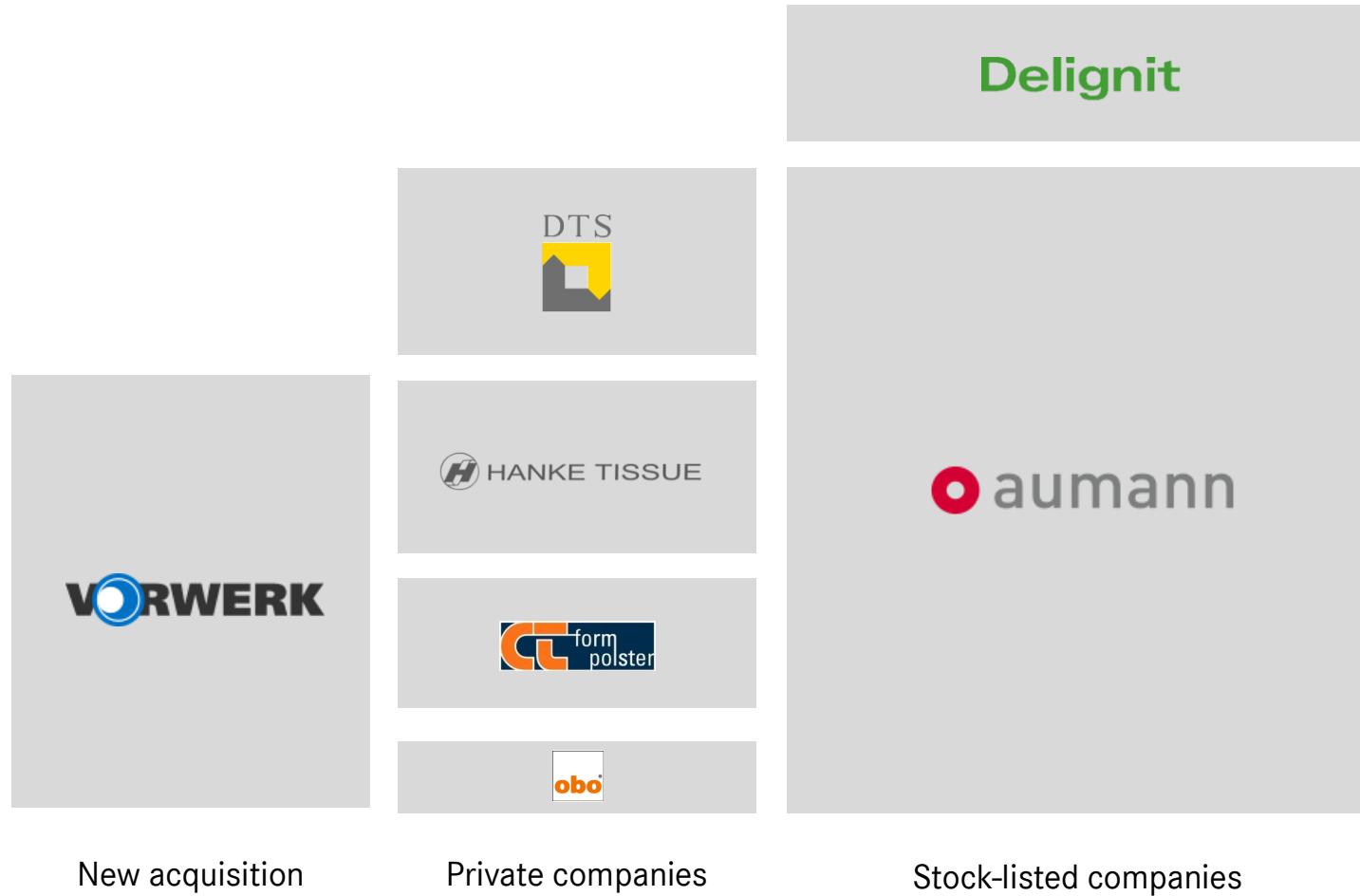


Growth through bolt-on acquisitions

		DTS 2008	ICSmedia 2010	eld 2011	ISL 2019
		Claas FT 2012	Aumann GmbH 2015	USK 2017	
		BHI 2003	DHK 2013	HTZ 2013	
		OBO 2003	Huntsman Tooling 2014		

MBB strategically develops its portfolio by acquiring entirely new businesses

MBB portfolio of private and stock-listed companies
Areas reflects relative 2018 revenue



Friedrich Vorwerk is a leading pipeline and plant construction specialist for gas and electricity grids with over 750 employees and more than €100 million profitable revenues



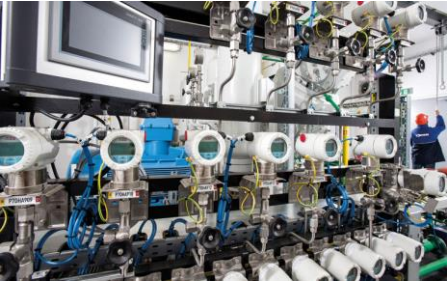
Pipeline construction

Concept development and building of complex infrastructure for gas and electricity grids



Plant construction

Construction and realisation of measuring, conditioning, drying and and gas pressure regulating stations



Service

Inspection, functional checks, maintenance and operation of pipe networks, fittings and plants



750 employees



> €100 million revenues



High profitability

Friedrich Vorwerk will benefit from the growing need to invest in German energy infrastructure due to Germany's exit from nuclear and fossil-fuel energy

Consequences of the energy transition



Gas grids

High fluctuations in electricity production must be absorbed

Lignite is no longer used as an energy source due to **coal phase-out**

Gas-fired power plants are **flexible** and have relatively **low CO2 emissions**

Investment in German gas grids until 2028

c. €7 billions

Without investments due to coal phase-out

Wind power must be **transported from north to south**

Electricity grids are **not designed** for north-south transport

New “power highways” to be laid **underground**

Investment in German electricity grids until 2035

c. €68 billions

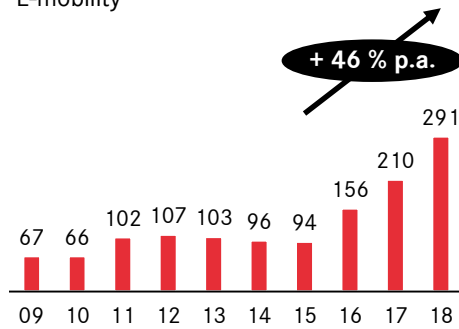


Electricity grids

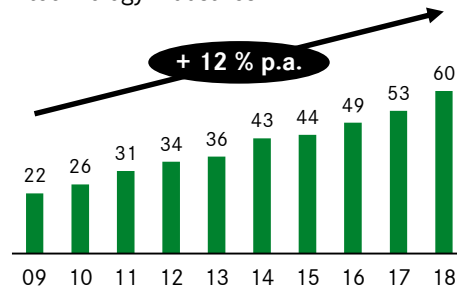
All subsidiaries show double-digit growth



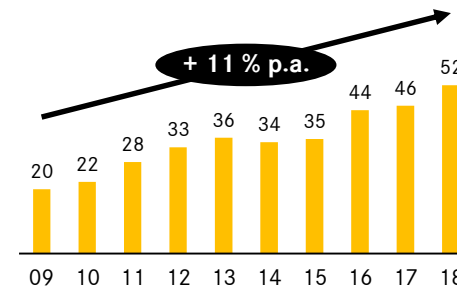
E-mobility



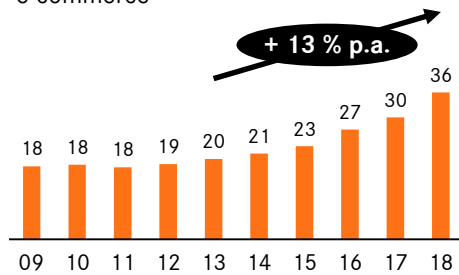
Ecological products for technology industries



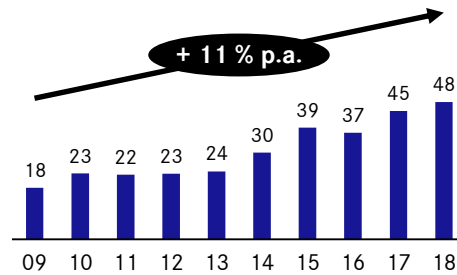
Cyber Security



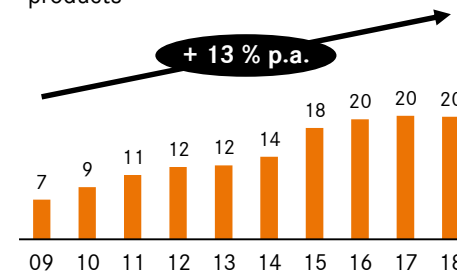
Mattresses for e-commerce



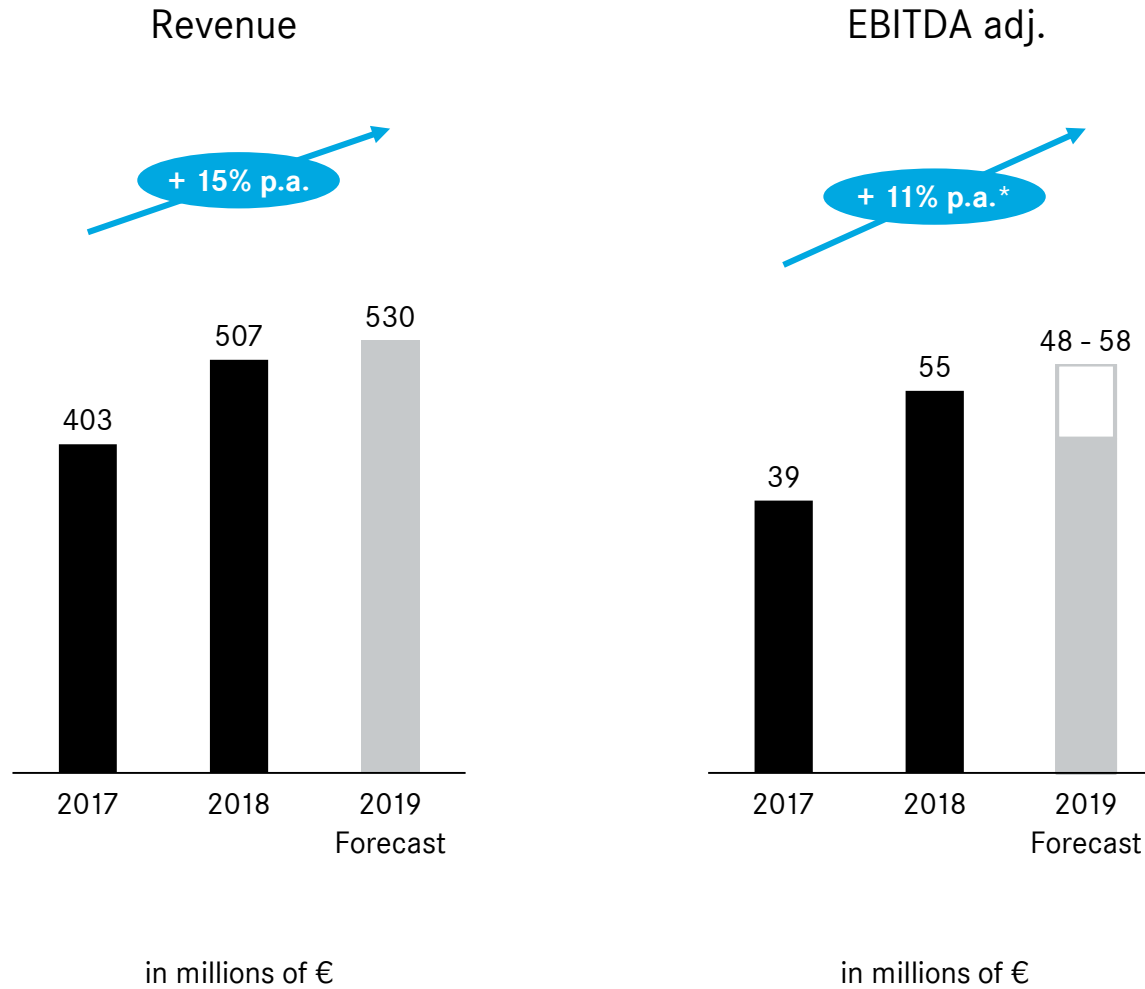
Tissue products in CEE



Cost leadership chemical products

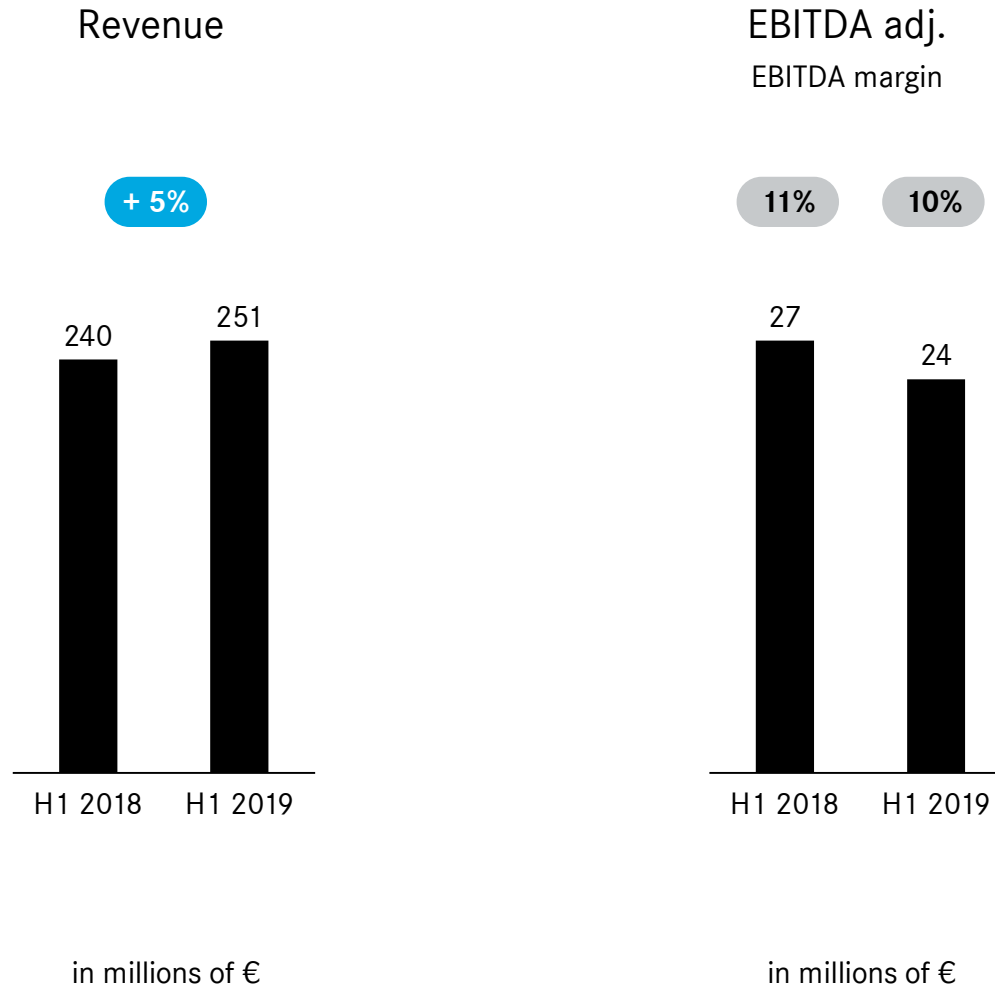


MBB will continue to grow despite weaker automotive industry



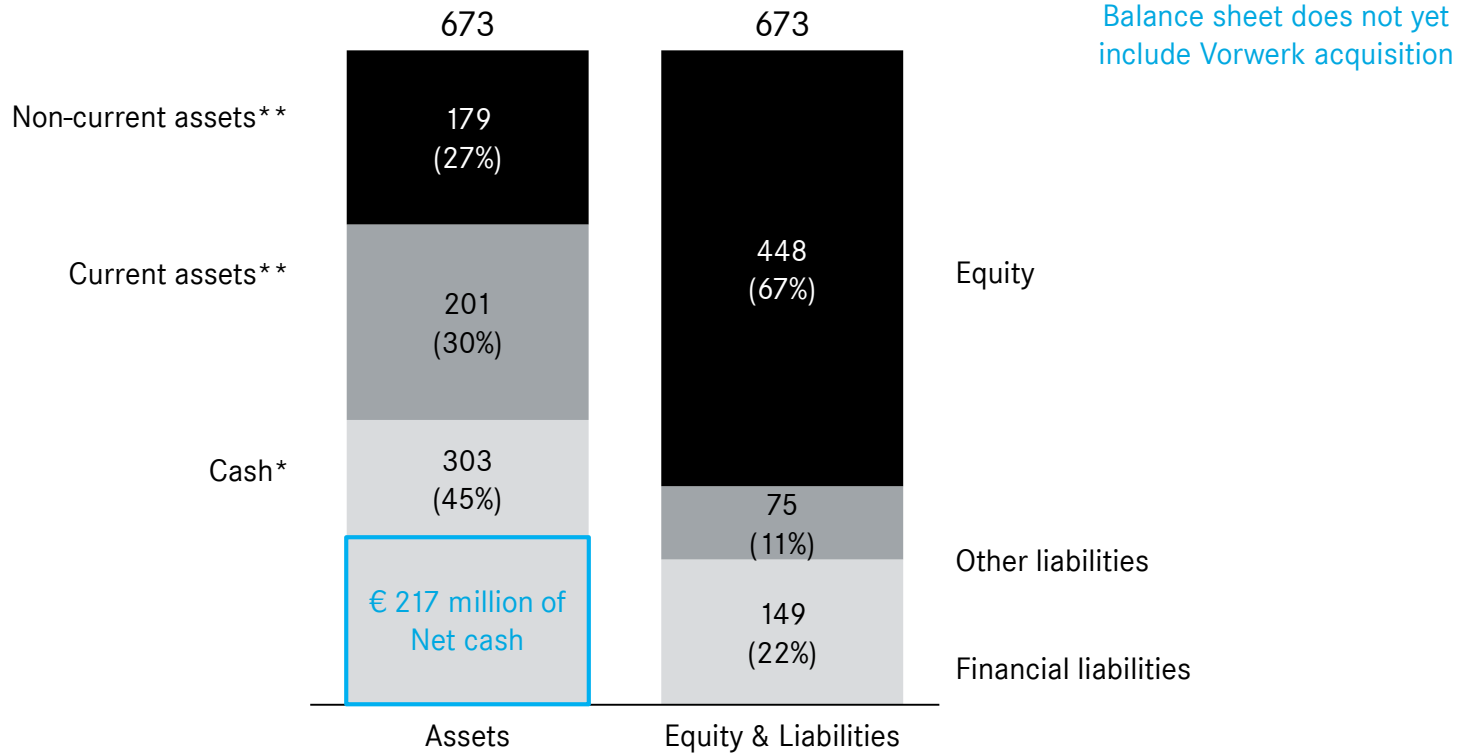
* CAGR with respect to the lower bound of the EBITDA forecast 2019

Without Friedrich Vorwerk, MBB grew in H1 but had a slightly lower EBITDA margin



MBB maintains a strong balance sheet

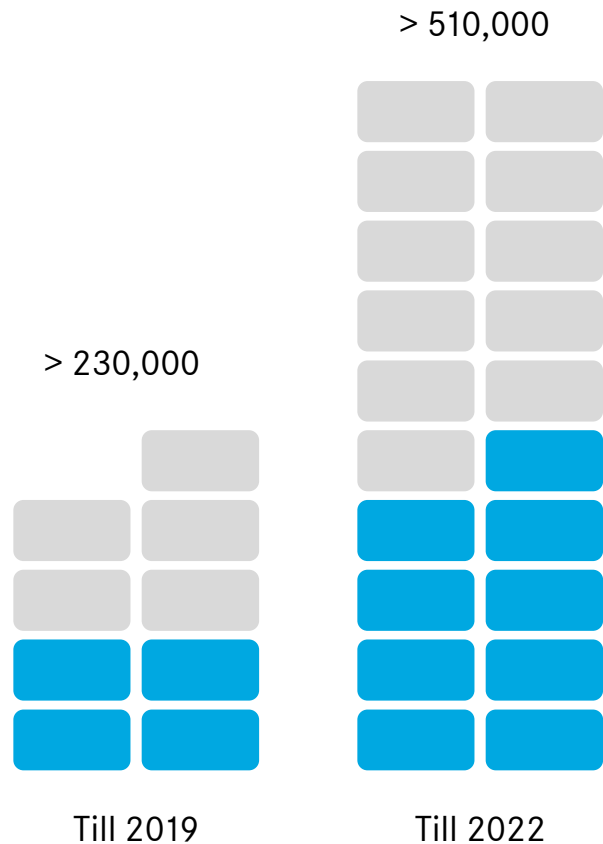
Balance sheet as of June 30, 2019
in millions of €



* Liquidity & securities & gold
** without cash


The German Mittelstand is at the verge of a major generational change

Upcoming generational changes in the German Mittelstand



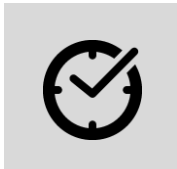
„A wave of generational changes will roll across the Mittelstand until 2020“

KFW-Mittelstandspanel

 External acquirer considered

MBB offers substantial benefits to all stakeholders

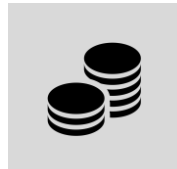
Discrete & lean process



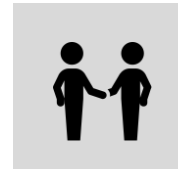
Long-term perspective



Equity financing



Entrepreneurial culture



Fully satisfied sellers



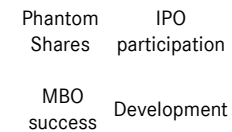
Committed employees



Fully satisfied customers



Committed management



Growth targets

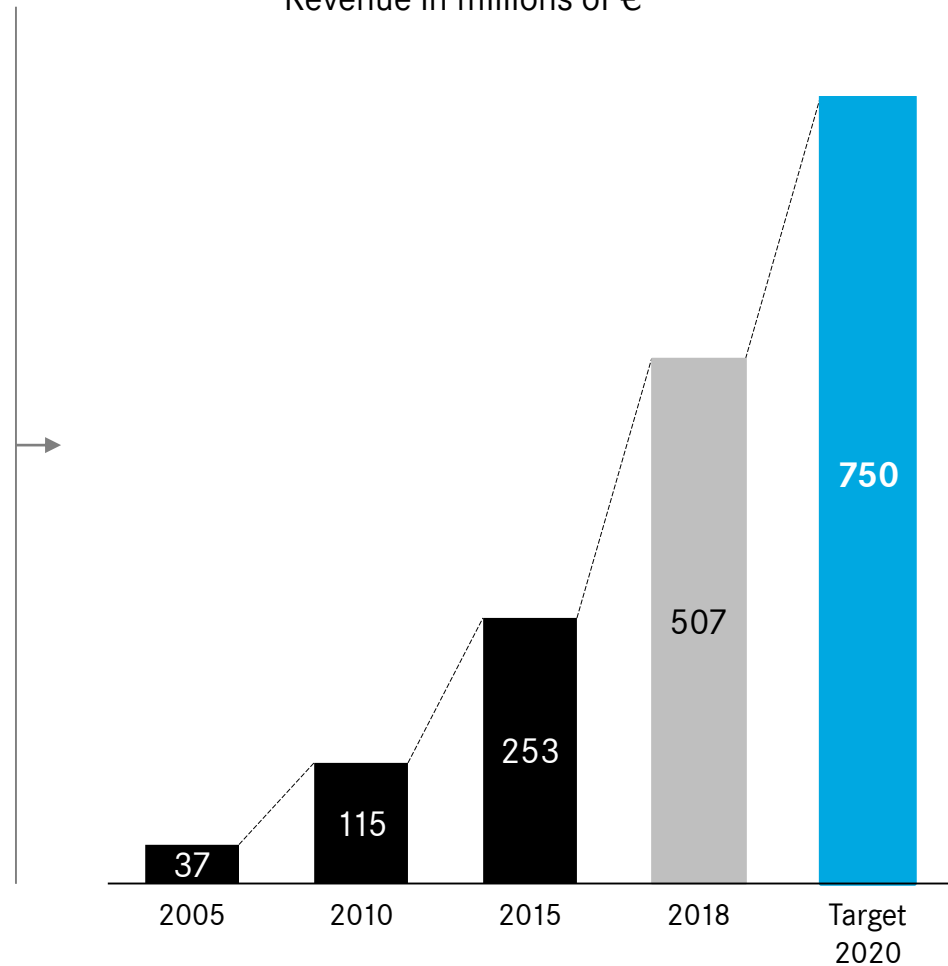
Revenues
15% p.a.

EBITDA margin
>10%

Increasing
Dividends

SDAX
Listing

Revenue in millions of €



Commerzbank Sector Conference, Frankfurt	28 August 2019
Berenberg / Goldman Sachs German Corporate Conference, Munich	24 September 2019
Q3 Interim Report 2019	15 November 2019
Deutsches Eigenkapitalforum	25 - 27 November 2019
End of fiscal year 2019	31 December 2019

CONTACT

MBB

MBB SE
Joachimsthaler Straße 34
D-10719 Berlin
Tel: +49 30 84415 330
Fax: +49 30 84415 333
Mail: request@mbb.com
Web: www.mbb.com

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In case of any questions in relation to this document, please contact:

MBB SE
Joachimsthaler Straße 34
D-10719 Berlin
web: www.mbb.com
Tel: +49-30-844 15 330
Fax: +49-30-844 15 333
E-mail: request@mbb.com

