

Preliminary Figures FY 2022

Earnings Call

Tobias Hoffmann-Becking, CEO
Matthias Kosch, CFO

■ 07 March 2023 – 1:30pm CET

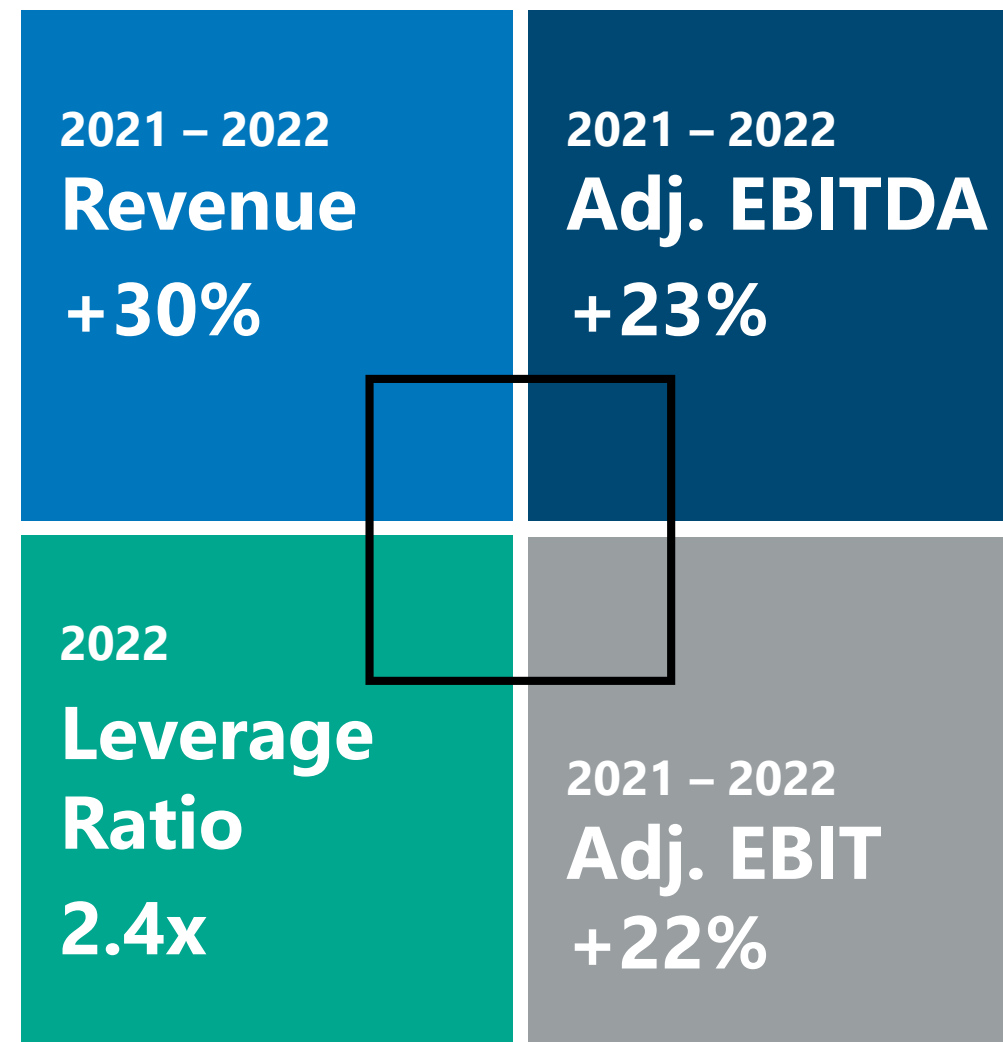
Blue Cap AG

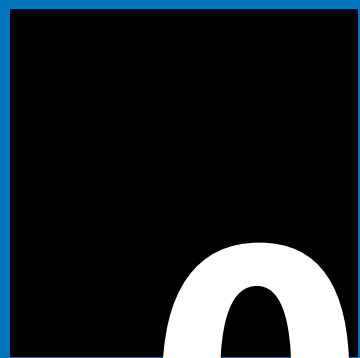
■ Record operating performance in 2022 despite significant headwinds



Key achievements in 2022

- **Strong financial results** in line with guidance, revenue at the upper end
- Double-digit **growth of revenue and adjusted EBITDA** as a result of our **M&A activity** and **strong development of Plastics and Business Services** segments
- Further improvement of portfolio: **Acquisition of Transline** and therewith **extension of Business Services** segment
- **Despite strong headwinds** (inflation, energy crisis, capital markets turmoil) **portfolio showed resistance**
- **Going forward:** focus on strengthening of portfolio and operational transformation





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Financial

Figures

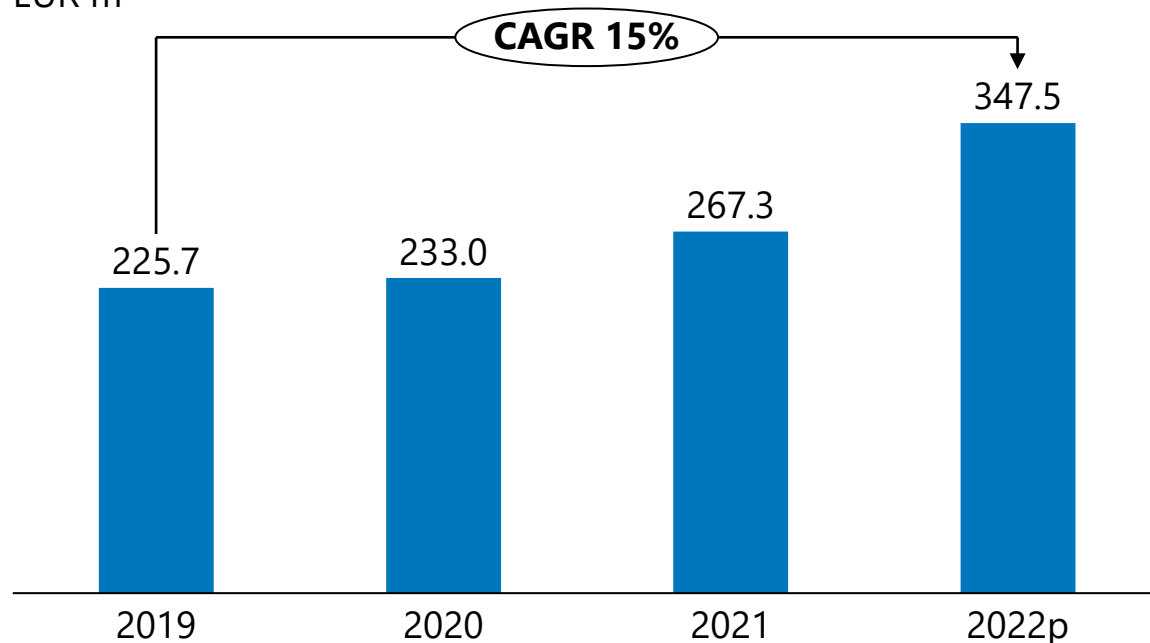
Matthias Kosch

■ Revenue and adj. EBITDA show high annual growth rates



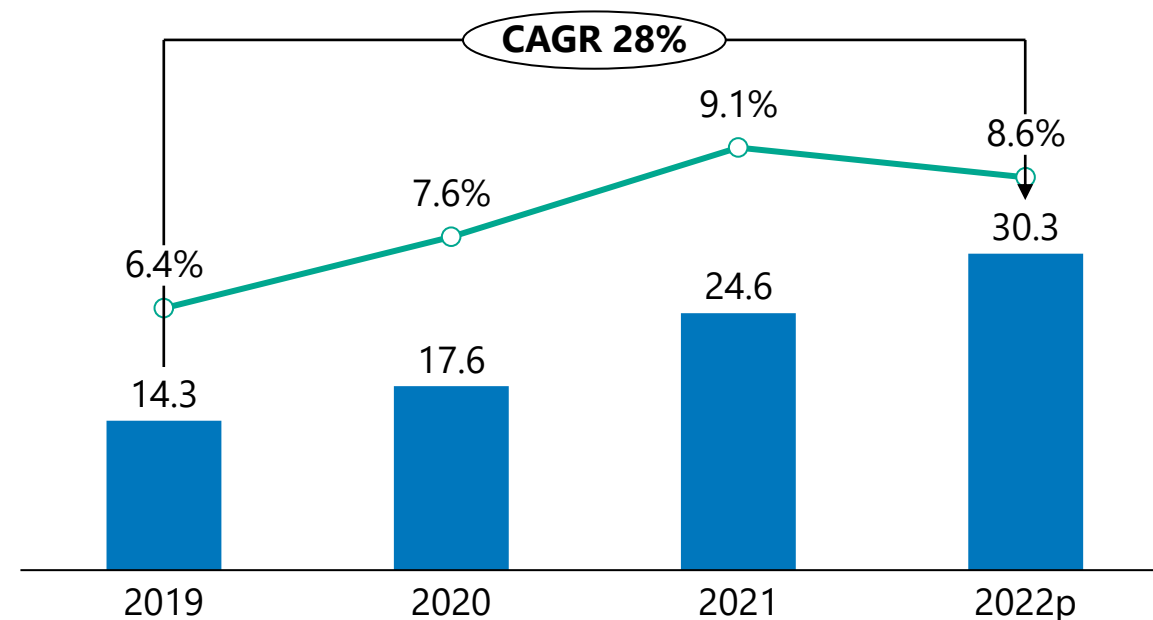
Revenue

EUR m



adj. EBITDA and adj. EBITDA margin

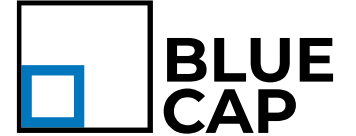
EUR m and %



- **Revenue rose by 30% yoy** to the upper end of the expected range of EUR 335-350mn. **Organic growth (like-for-like*) at 16.6%.**
- **Adjusted EBITDA** increased by 23% yoy, mainly due to **positive contribution of plastic segment (con-pearl and H+E) and Business Services (HY-LINE).** **Organic growth (like-for-like*) at 1.8%.**
- **Inorganic growth** comes from the acquisition of **Transline** in March 2022 and the first full-year inclusion of **H+E** and **HY-LINE** in the consolidated financial statements.

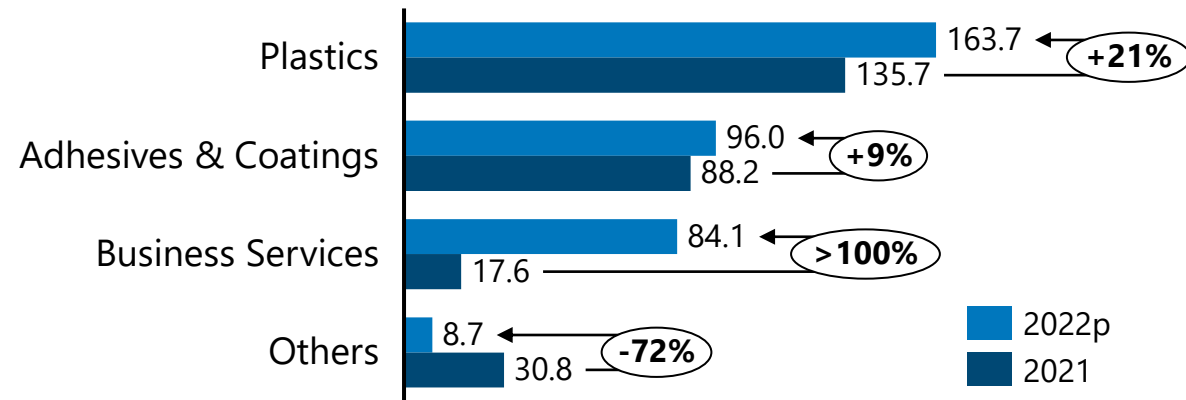
* Calculation is based on portfolio as of 31 December 2022

■ New segment Business Services accounts for roughly a quarter of total revenue



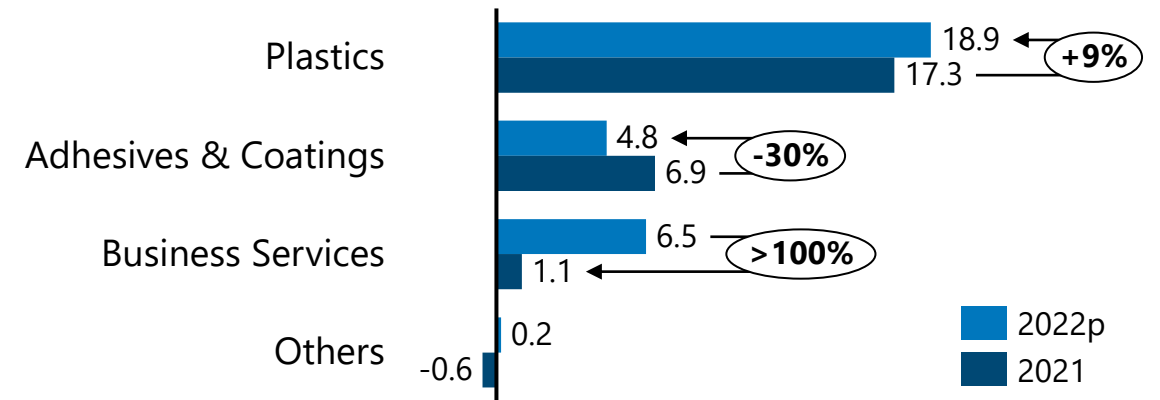
Revenue by segments

EUR m



Adjusted EBITDA by segments

EUR m



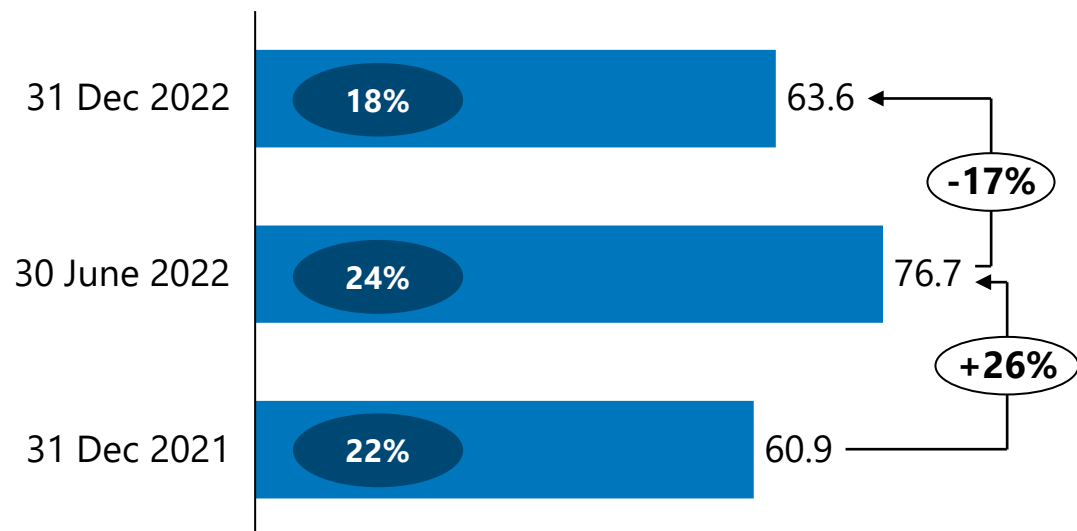
- **Plastics:** significant increase in revenue and adj. EBITDA, due to strong development of **con-pearl (large logistics order)**
- **Adhesives & Coatings:** Revenue increased due to inflation, but **EBITDA was down on previous year** (demand reduction at **Planatol**, realignment phase at **Neschen**)
- **Business Services:** Record year at **HY-LINE** as company worked off the strong order backlog, **Transline** revenue developed at the previous year's level, project postponements at major customers limited growth in 2022
- **Others:** divestment of **Gämmerler** (02/22) and **Carl Schaefer** (11/21) reduced revenue compared to the previous year but improved profitability. Revenue and adj. EBITDA of **Nokra** significantly higher than previous year

■ Last years measures aimed to reduce net working capital show positive effects year-on-year



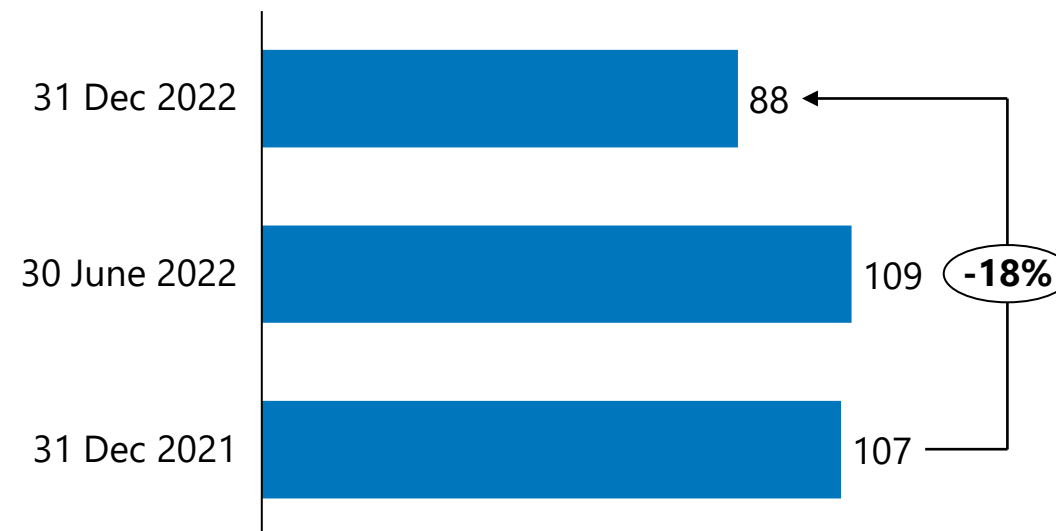
Net working capital*

EUR m and in % of total output (LTM)



Cash Conversion Cycle

days



*Net working capital incl. contract assets/contract liabilities

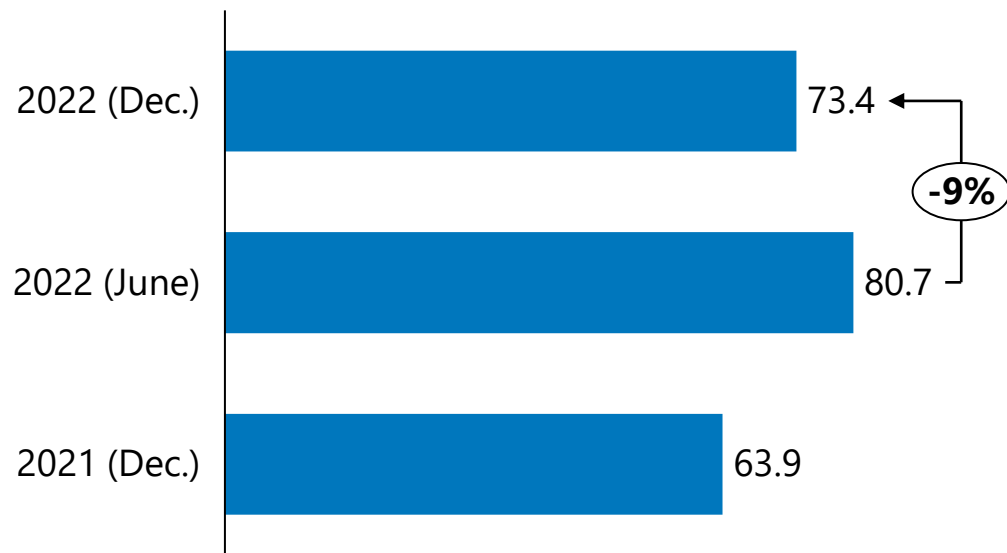
- Significant increase of **net working capital in first half of 2022** which was mainly due to the **build up of receivables** but also to **raw material price increases** which led to a rise in the stock of inventories
- **Focus on working capital management** led to an a decrease during second half:
 - Cash conversion of high contract assets by delivery in Q4/22
 - Reduction of inventories and optimization of warehousing processes
 - Optimization of the management of accounts receivables

■ Net debt decreased in second half of the year due to consequent net working capital management



Net debt*

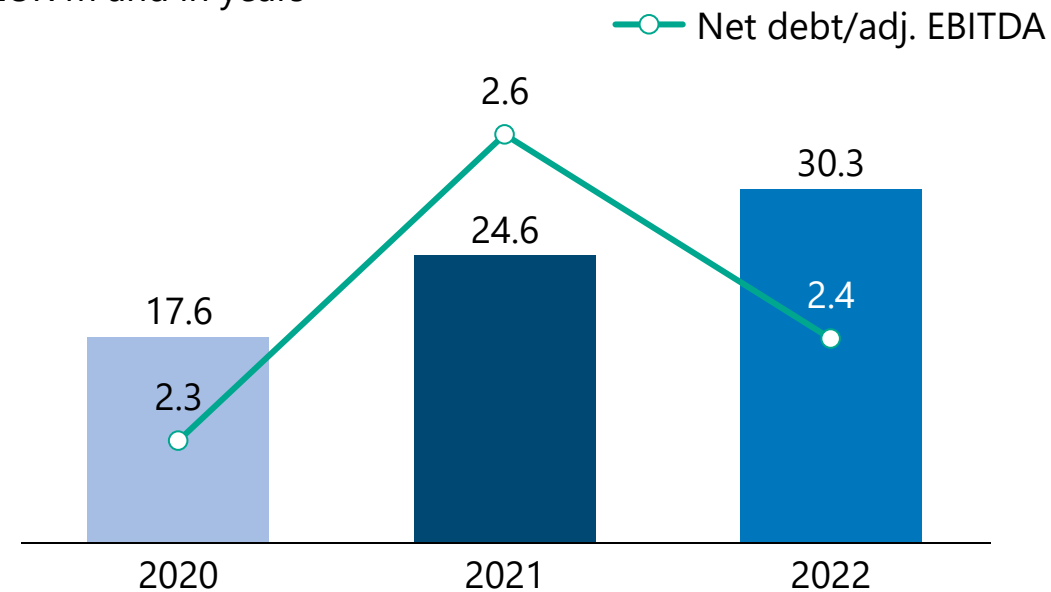
EUR m



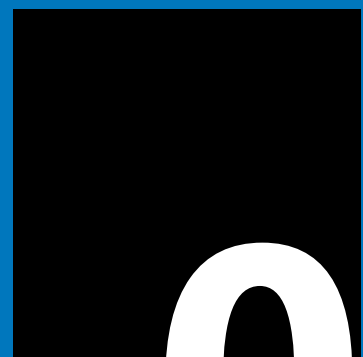
*Calculation of net debt was changed, and the figure now includes leasing liabilities

Adj. EBITDA (LTM) and leverage ratio

EUR m and in years



- **Net debt** in 2022 was driven by acquisition of Transline and **higher net working capital** which increased in all segments in first half of 2022
- In second half **reduction of net debt** due to net working capital management
- **Net leverage ratio** with **2.4 years** well below the target of **<3,5**



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Portfolio

Update

Tobias Hoffmann-Becking

■ Current developments in our portfolio





Plastics

Plastics	Development 2022	Outlook 2023
 <p>Invest: 2019 / 100% Revenue 2022: €67mn</p>	<ul style="list-style-type: none"> ▪ Large logistics order in 2021/22 ▪ Strong reduction in working capital in Q4 	<ul style="list-style-type: none"> ▪ Postponement of larger orders into 2024 ▪ Investment in US sales effort to gain new orders and customers ▪ Focus on further diversification of end markets/applications 
 <p>Invest: 2018 / 100% Revenue 2022: €56mn</p>	<ul style="list-style-type: none"> ▪ Increasing raw material and energy prices ▪ Adapted working capital management 	<ul style="list-style-type: none"> ▪ Sales push for non-dairy products ▪ Further flexibilization of production infrastructure ▪ Stabilization of energy and raw material prices 
 <p>Invest: 2021 / 71% Revenue 2022: €40mn</p>	<ul style="list-style-type: none"> ▪ Improved operative development in the course of H2 	<ul style="list-style-type: none"> ▪ Strengthen position as development supplier ▪ Improve sales pipeline ▪ Implementation of new site structure: reduce from 4 to 3 

■ Current developments in our portfolio

Adhesives & Coatings







Adhesives & Coatings	Development 2022	Outlook 2023
 <p>Invest: 2016 / 100% Revenue 2022: €57mn</p>	<ul style="list-style-type: none"> ▪ Realignment of business model: focus on production and adjustment of cost structure ▪ First measurable effects on production efficiency, sales and overhead 	<ul style="list-style-type: none"> ▪ Order reductions in industrial segment given reduced volumes in consumer electronics end markets ▪ Development of enlarged restructuring program 
 <p>Invest: 2009 / 100% Revenue 2022: €39mn</p>	<ul style="list-style-type: none"> ▪ Accelerated decline in order entry in H2 (furniture, packaging) ▪ Upgrade sales team to increase export share of sales ▪ Substantial reduction in working capital 	<ul style="list-style-type: none"> ▪ Focus on export sales ▪ Adjust to reduced demand and extensive price competition ▪ New price management 

■ Current developments in our portfolio

Business Services



Business Services	Development 2022	Outlook 2023
 <p>Invest: 2021 / 93% Revenue 2022: €67mn</p>	<ul style="list-style-type: none"> ▪ Very strong order entry and backlog until Q3 ▪ Reduced volumes in Q4 given destocking in value chain ▪ Improved supply chains ▪ CEO hired (Oct/22) to build stronger group 	<ul style="list-style-type: none"> ▪ Implementation of new business structure to support organic and inorganic growth ▪ Delivery of still high order backlog in 2023 ▪ Examine add-on possibilities 
 <p>Invest: 2022 / 74% Revenue 2022*: €21mn</p>	<ul style="list-style-type: none"> ▪ Selective project postponements limit revenue and profits ▪ Roll-out of new workflow software ▪ First add-on: Micado 	<ul style="list-style-type: none"> ▪ Execution of substantial restructuring program to re-set for medium term growth and to deliver efficiency ▪ benefits from new software ▪ Upgrade sales process ▪ Add-on acquisitions postponed until later in the year 

*Transline shows full twelve months revenue

■ Current developments in our portfolio

Medical



Medical



Invest: 2006 / 42%
Revenue 2022: €38mn

Development 2022

- Stabilization of revenue in **post covid** environment
- Significant **team expansion, investment in products and sales** for next growth phase
- **Reduction in EBITDA margin** given increased cost base

Outlook 2023

- Focus on **medium term growth**, major **sales push in US** biotech market
- Introduction of **new IoT ready** products
- **Turnaround of order entry** after reduction from destocking in recent months



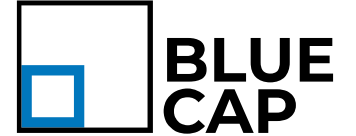


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Outlook

Tobias Hoffmann-Becking

■ More stringent portfolio transformation in 2023



Continued focus on operating performance addresses:

- the long-term transformation of our portfolio
- as well as countermeasures to cover the current reductions in order volumes

Growth

- **Selective growth initiatives**
- e.g. growing in markets where we have higher pricing power and favorable market dynamics, such as for **con-pearl, INHECO** and **Neschen in the US**
- Other companies such as **H+E** or **HY-Line** pursue profitable growth based on innovative technical solutions

Margin

- **Increased focus on cost and cashflow**
- Ongoing restructuring programs will reduce **number of employees** throughout the group **by high double-digit number or 5-6% of total workforce**, plus short-time work will be used during down times

People & Culture

- Continuous review of the **1st and 2nd management level**
- **Changes in 7 out of 9 companies** planned, mostly to strengthen sales function and to **improve performance**

■ Outlook 2023 and new target of NAV per share of 55 Euro by the end of 2025



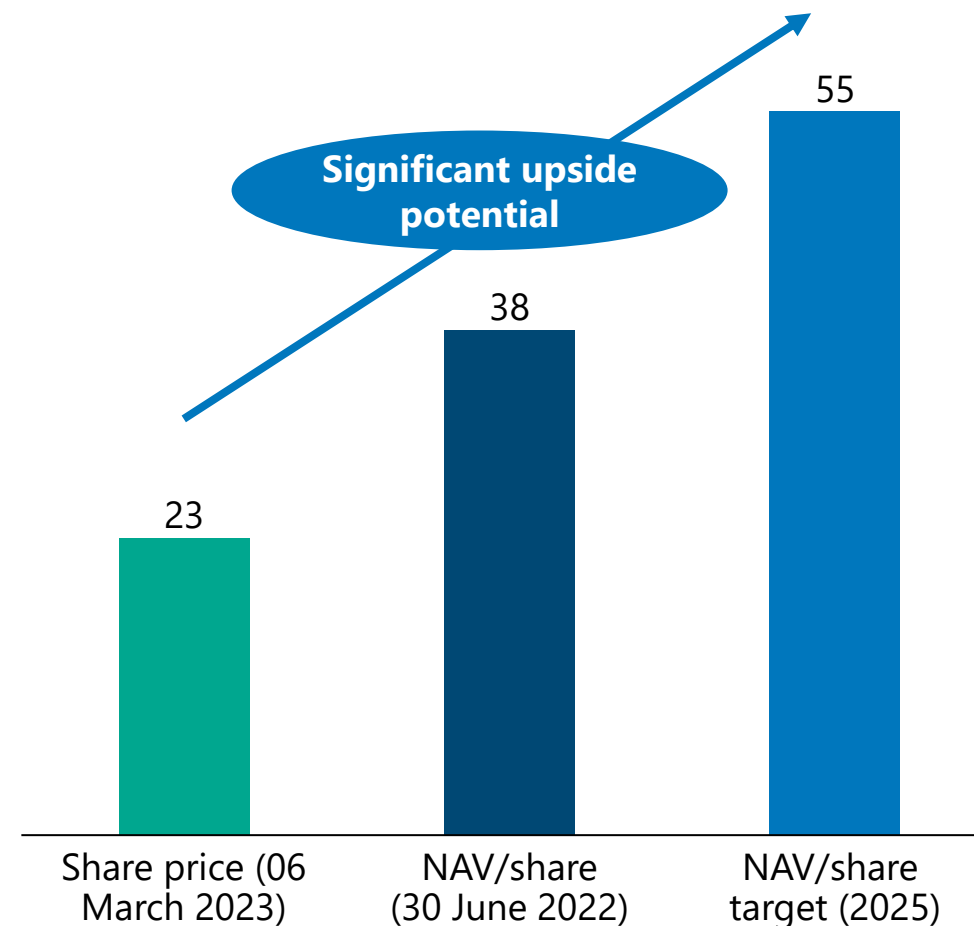
Outlook 2023

- For 2023 we currently expect **revenue and EBITDA in line with FY 2022**
- Performance **dependent on no worsening of macro environment** and **expected improvement in second half of 2022**
- **Further update** on progress in the coming months

Medium term outlook

- High **uncertainty of macroeconomic development**
- **Recession** will have an impact on parts of the portfolio, however, **diversification** will continue to help and reduce overall impact
- Portfolio will be stronger after implementing current changes with **potential of significant value accretion**
- **Management targets Net Asset Value of ~55 EUR/share** by the end of 2025

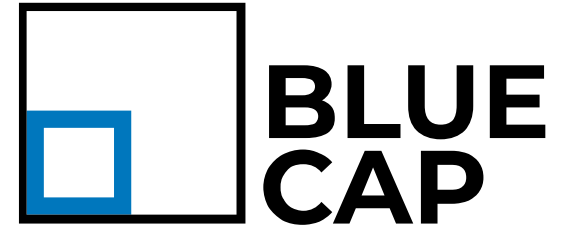
Target NAV shall be achieved by various transformation measures





Questions and Answers

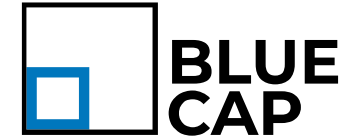
**Thank you for
your attention!**





Appendix

■ Diversified portfolio with high value potential



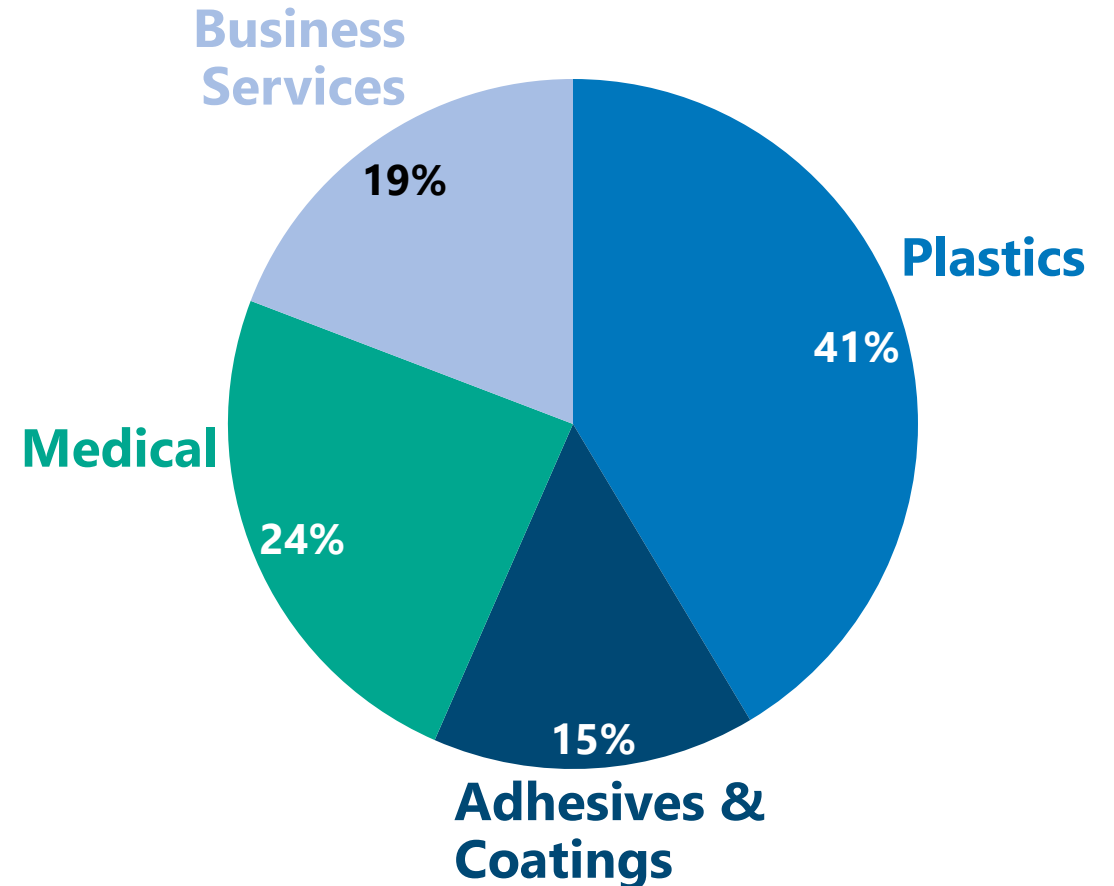
Portfolio of

- 9 companies with headquarters in Germany
- More than 1,300 employees
- Four major segments represent the value of the group (*)



Net asset value share by segment (*)

%



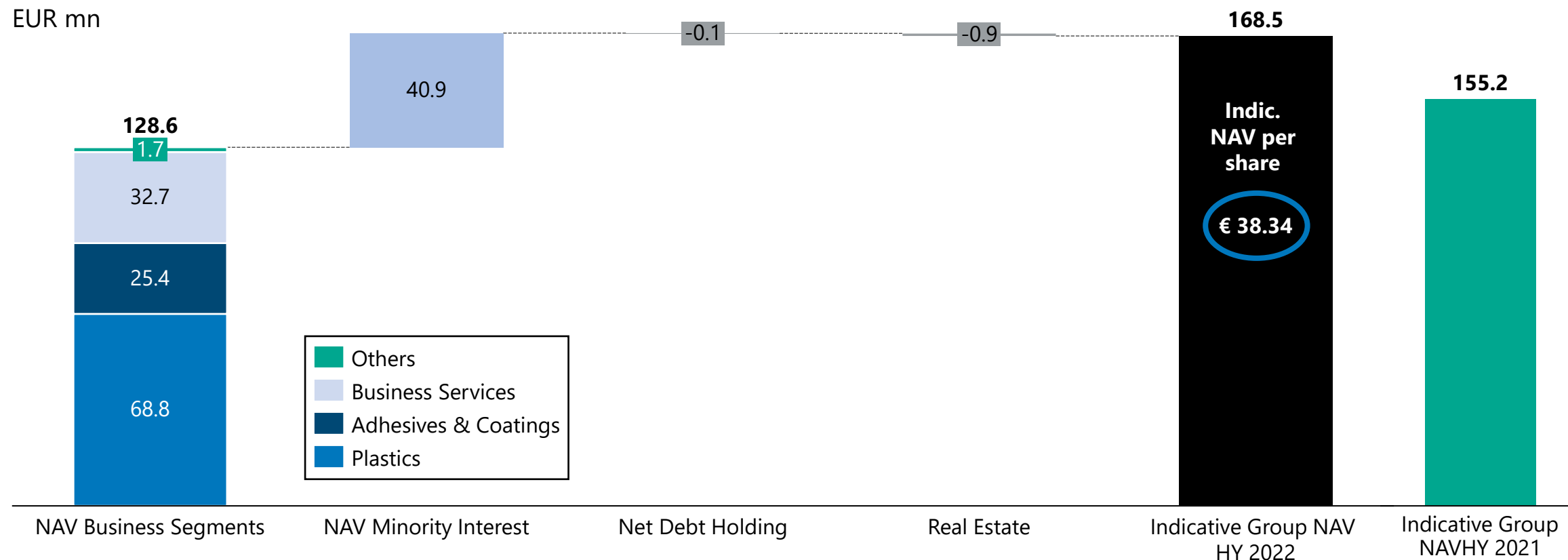
(*) % Shares of Group Net Asset Value as of 30 June 2022

Track record for value growth



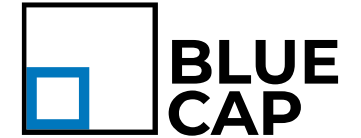
Net Asset Value as of June 30, 2022

EUR mn



Note: A detailed description of the calculation of the NAV is published in our Half Year Report 2022 on page 14. The valuation methodology is based on the IPEV (International Private Equity and Venture Capital Valuation) valuation standards.

Blue Cap on the stock market

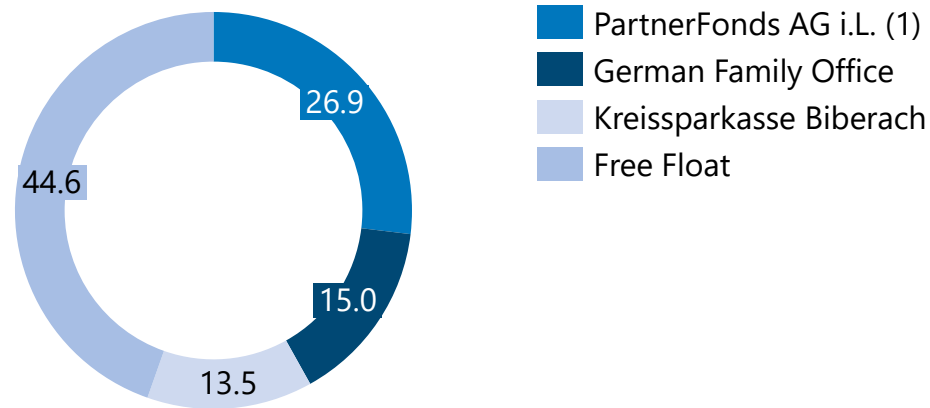


Reference Data

- ISIN/WKN: DE 00A0JM2M1 / A0JM2M
- Ticker: B7E, B7E.DE (Reuters), B7E:GR (Bloomberg)
- Share Capital: 4,396,290.00 Euro / 4,396,290 pcs
- Market Segment: Scale (Frankfurt), m:access (Munich)
- Designated Sponsor: BankM AG
- Stock Exchanges: XETRA, Frankfurt, Munich, Hamburg, Düsseldorf, Berlin, Stuttgart, Tradegate

Shareholder Structure

In %



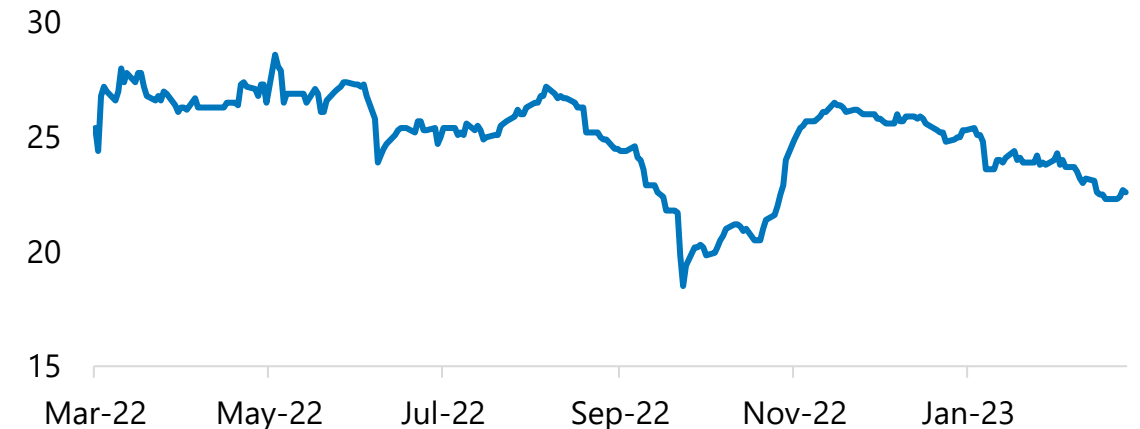
(1) In an extraordinary meeting on May 6, 2020, it was decided to liquidate PartnerFonds AG with effect from January 1, 2021.

Positive Recommendations by Analysts

Analyst	Date	Rating	Target Price
M.M. Warburg	03.11.2022	Buy	40.00 €
SMC Research	25.10.2022	Buy	38.00 €

Share Price Development LTM

EUR



Source: Börse Frankfurt

■ Financial calendar and contact details



Date	Event	Location
07 March 2023	Financial Figures FY 2022 – Preliminary Figures + Earnings Call at 1:30 pm CET	Press release and conference call
May 2023	Publication Annual Report 2022	Publication
04 May 2023	35th Munich Capital Market Conference - MKK	Munich
05 July 2023	m:access Conference Investment Companies	Munich
August 2023	Publication Half Year Report 2023	Publication
23-24 August 2023	10th Hamburg Investor Day – HIT	Hamburg



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