

Investor Presentation

10th Hamburg Investor Days

 23 August 2023

Blue Cap AG

■ **Blue Cap at a glance: Listed Private Equity company with investment focus on German SMEs**



**Buy
Transform
Sell**

8

**Portfolio companies,
primarily controlled investments**

€348m

**2022 group revenue
(+30% yoy)**

8.6%

2022 adjusted EBITDA margin

5

**acquisitions and 3 divestments in
last 2 years
including three platforms and
two add-ons**

Founded in

2006

**and listed in
Open Market**

■ Investment Highlights

Unique opportunity to invest in German SME companies



01_ Proven and unique business model

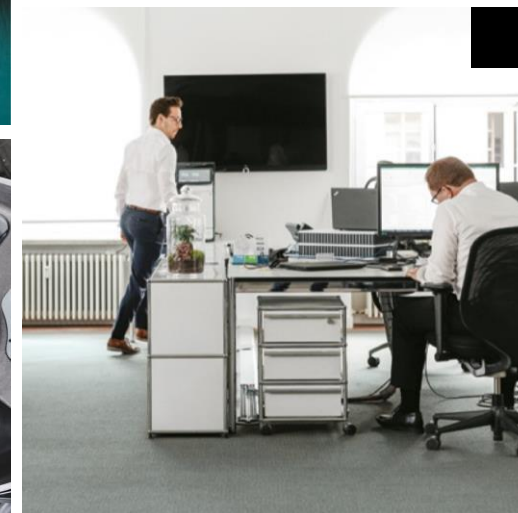
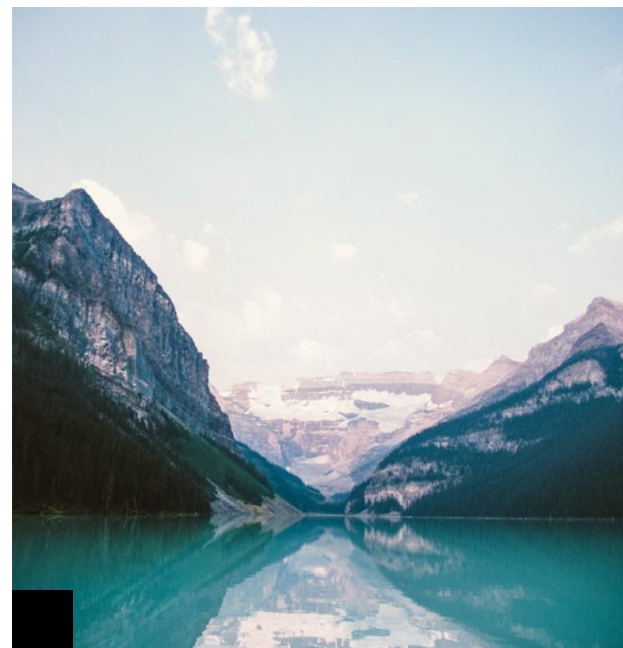
02_ Diversified portfolio of SMEs

03_ Track record for value growth

04_ Attractive dividend yield

05_ Substantial earnings growth

06_ Strong value creation potential



■ 01_ Proven and unique business model – Private Equity business model as publicly listed entity



BUY

▪ Investment situations, among others:

 Succession

 Carve-out

 Growth challenges and internationalisation

▪ Investment criteria, among others:

- Fundamentally intact core business
- Potential for transformation, growth & value generation
- Majority stake
- Compatibility with ESG targets
- Size: Focus on SMEs with revenues < EUR 100 mn

TRANSFORM

Active portfolio management - focus on

- People & Culture
- Balance sheet
- Margin
- Growth

Realization of additive value levers

- ESG
- Technology
- Business model

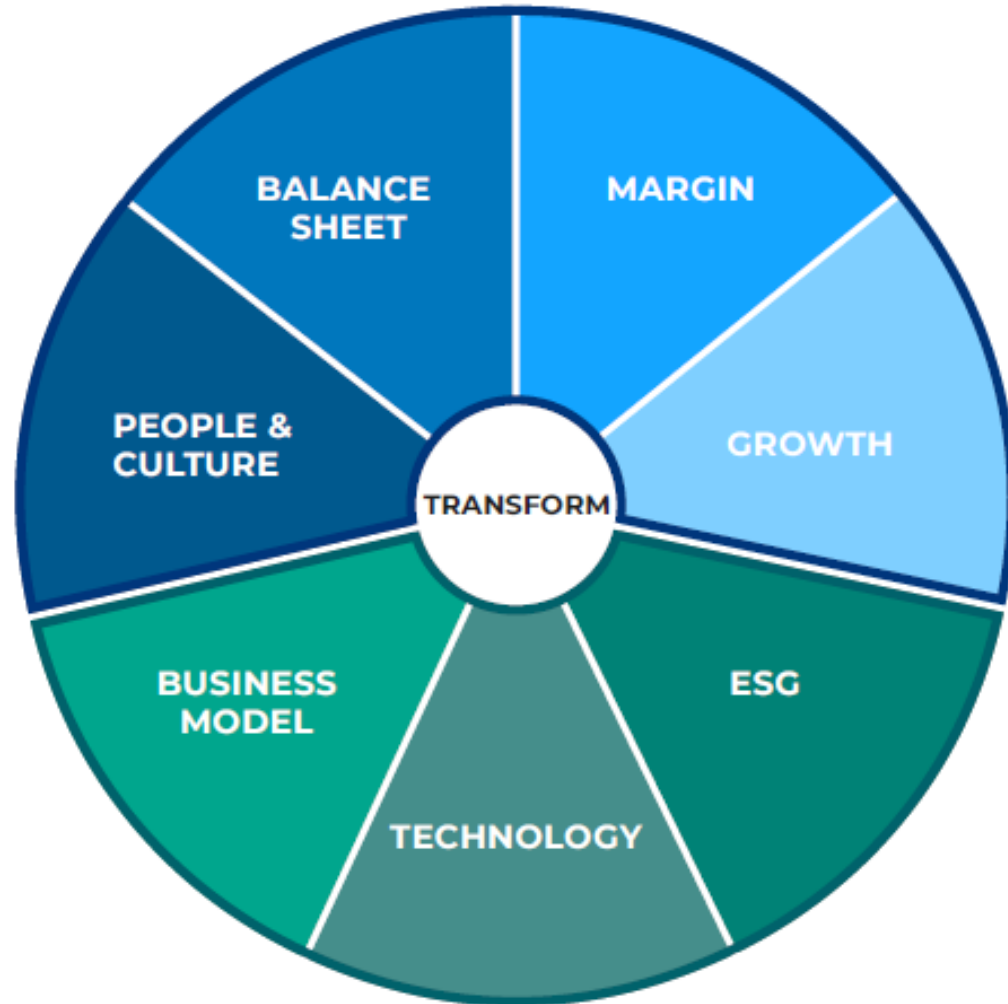
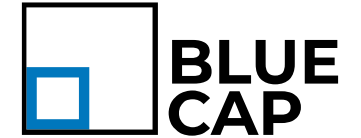
Optimal holding period: 3-7 years

Regular review of exit opportunity

SELL

- **Active sales process:** best-owner approach
- **Passive sales process:** approach from strategic buyers
- **Proceeds realized** from exits are reinvested in new and existing companies

■ 01_ Blue Cap Transformation Radar for value creation



- We newly established structured processes of **value creation initiatives** for our portfolio companies
- **Core of our transformation competence** and value enhancement expertise:
 - People & Culture
 - Balance Sheet
 - Margin
 - Growth
- **Additional value creation drivers:**
 - ESG
 - Technology
 - Business Model
- We aim to assess transformation potential in all value disciplines
- We will **track and communicate** improvements

01_ Differentiation to other listed investment companies

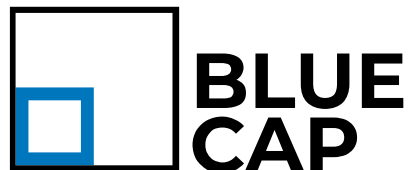


Buy, Turnaround, Sell

MUTARES



Buy, Transform, Sell



Buy, Improve, Hold

[INDUS]
HOLDING AG

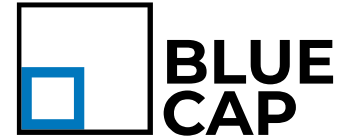


“Best Owner” approach

- We keep our portfolio companies as long as we are the “Best Owner”, and value creation is still possible with Blue Cap as main shareholder
- When our full potential is realized we actively look for the next owner who will further develop the company
- Realized proceeds from exits are reinvested in existing portfolio and new companies

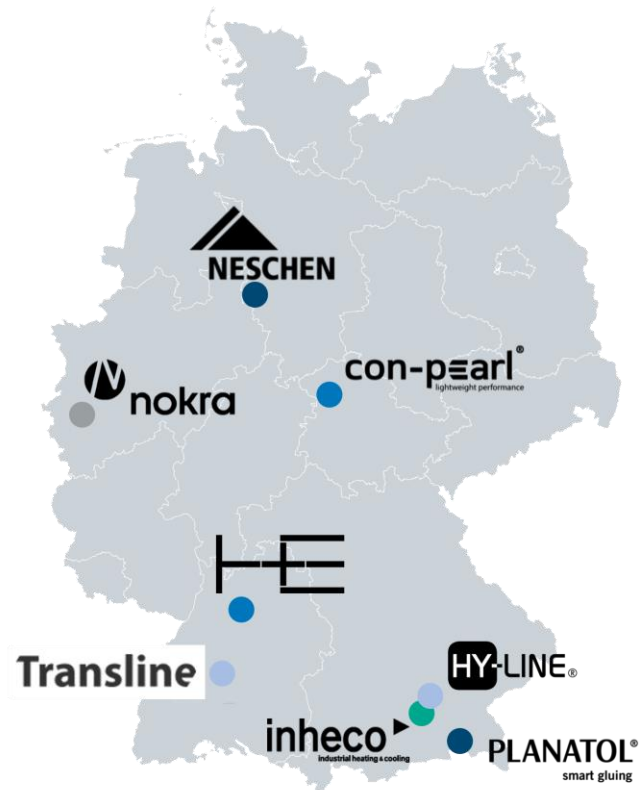
Successful exits are the proof of concept of our business model.

02_ Diversified portfolio allows shareholders to participate in different sectors and economic cycles

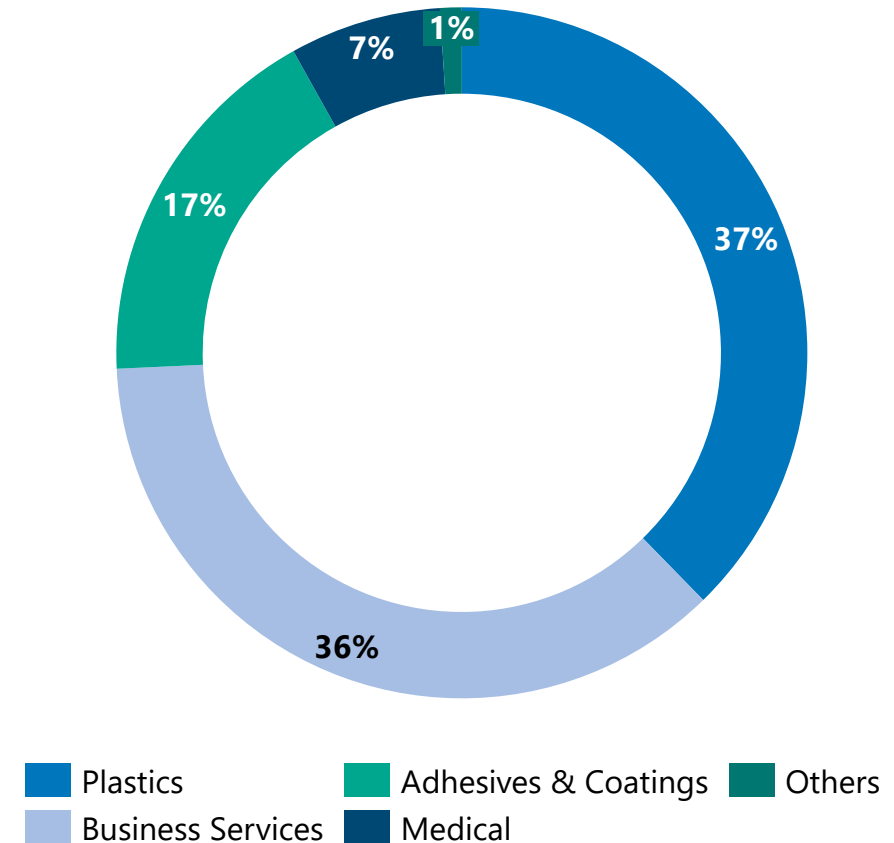


Portfolio of

- 8 companies with headquarters in Germany
- More than 1,000 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 2023

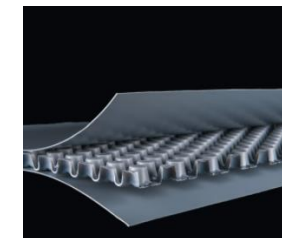
■ 02_ Plastics segment – Growth and value driver

Plastics

con-pearl
lightweight performance

Invest: 2019 / 100%
Revenue*: € 67.3 mn

- Manufactures lightweight plastic boards from recycled plastic primarily for the logistic and automotive industry
- Value drivers:
 - Growth: expansion US business
 - Technology: process automatization
 - ESG: circular economy business model



H+E

Invest: 2021 / 71%
Revenue: € 39.9 mn

- Plastics expert with core competence in the development of flexible plastic parts
- Value drivers:
 - Growth: new (OEM) clients and projects
 - Balance sheet: deleveraging
 - Business model: establish H+E as development partner



(*) here and at the following slides: revenue as of 31 December 2022

■ 02_ Adhesives & Coatings segment – most exposed to economic downturn

Adhesives & Coatings

PLANATOL®
smart gluing

Invest: 2009 / 100%

Revenue: € 38.9 mn

- Niche supplier of adhesive products for different industries
- Value drivers:
 - Growth: strengthen export and international business
 - Technology: focus on innovations and cooperations
 - People & Culture: strengthen management and sales department

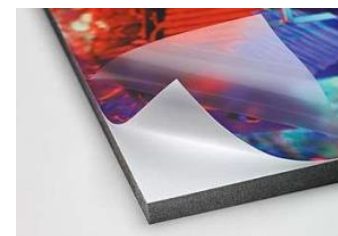



NESCHEN

Invest: 2016 / 100%

Revenue: € 57 mn

- Leading international company for self-adhesive media and coating solutions
- Value drivers:
 - People & Culture: strengthen management
 - Margin: focus on industrial applications, optimize product mix & pricing, personnel measures, modification of Filmolux business model



■ 02_ Business Services segment - outperformer



Business Services



Invest: 2021 / 93%
Revenue: € 67.4 mn

- Electronic product and systems distributor with a special focus on value-add through technical consulting and development expertise
- Value drivers:
 - Growth + Margin: profitable growth in the areas of system solutions and design-in products
 - People & Culture + Business Modell: establish ONE HY-LINE business model and merge business activities
 - Technology: improve IT-systems



Übersetzen. Verstehen.

Invest: 2022 / 74%
Revenue: € 20.7 mn

- One of the large German translation service providers with high degree of automatization
- Value drivers:
 - Growth + Margin: organic and inorganic growth, improve efficiencies, reduce fixed costs
 - People & Culture: strengthen management
 - Technology: value generation with workflow software



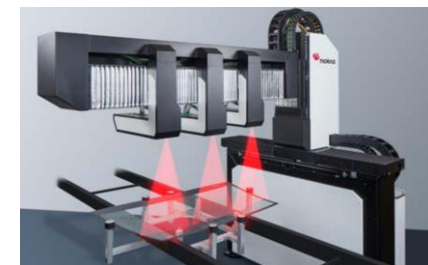
■ 02_ Others and non-consolidated activity

Others



Invest: 2014 / 90%
Revenue: € 3.5 mn

- Manufactures inline measurement systems using optical lasers
- Value drivers:
 - Growth: expansion based on product competence and scalability through customer growth
 - Business Model: scaling niche competence through products



Medical (non-consolidated, minority stake)



Invest: 2006 / 42%
Revenue: € 37.8 mn

- Manufacturer of products for thermal management in the laboratory automation
- Value drivers:
 - Margin: secure earnings by consistent cost management, personnel measures
 - Balance Sheet: net working capital improvement
 - Growth: grow US business



■ 03_ Track record for value growth – high return on invested equity capital targeted



2018 – 2023



Plastics

Buyer: Management buy-out to CEO and COO/CIO

Actual market value achieved as % of NAV: ~117%

Money multiple: ~1.2x

2011 – 2022



Production Technology

Buyer: Merten Group (Austria)

Actual market value achieved as % of NAV ~130%

Money multiple: ~3.3x

2016 – 2021



Metal Technology

Buyer: Bauer-Walser AG (Germany)

Actual market value achieved as % of NAV: ~105%

Money multiple: ~3.1x

2014 – 2020



Medical Technology

Buyer: Dover Corp. (USA)

Actual market value achieved as % of NAV ~177%

Money multiple: ~4.0x

2012 – 2018



Medical Technology

Buyer: Aouha (China)

Actual market value achieved as % of NAV: ~ 189%

Money multiple: ~3.4x

2009 – 2017



Adhesives Technology

Buyer: St. Gobain (France)

Actual market value achieved as % of NAV: N/A

Money multiple: ~45.9x

■ 04_ Attractive dividend yield: dividend increase to EUR 0.90 per share, choice between cash and scrip dividend



Dividend per share and dividend yield

EUR and %



Stable and sustainable dividend

- Another slight **increase in the base dividend**

Attractive dividend yield

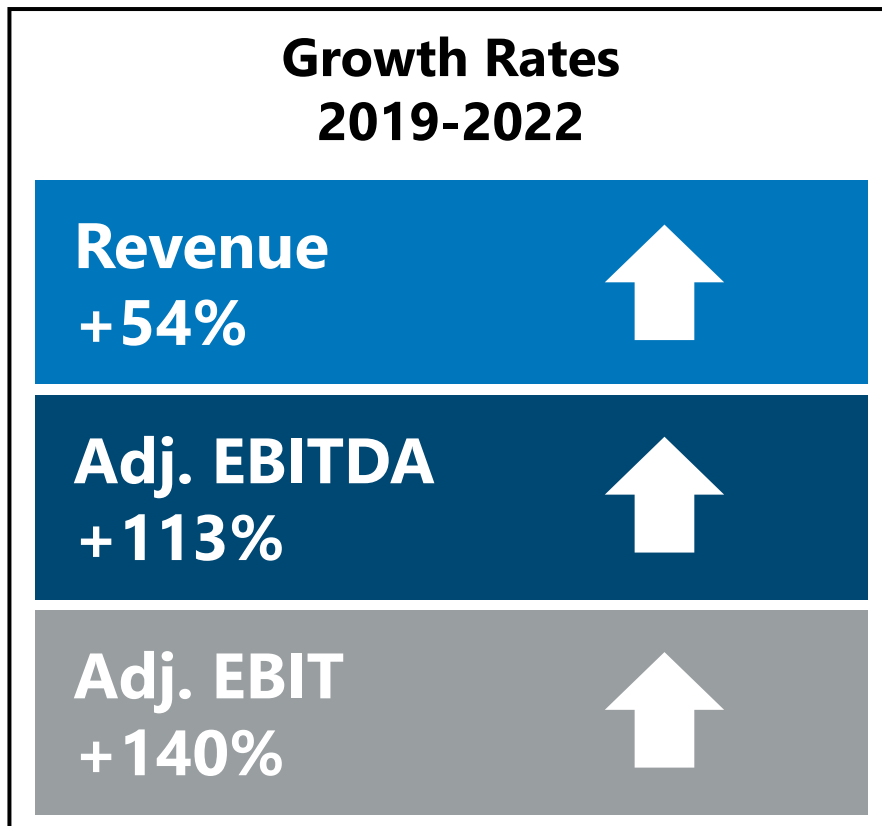
- Continued **stable yield of ~4%**

First time offering of a stock dividend

- Shareholders were able to choose between **payment in cash or the granting of new shares**
- **70 % of shareholder chose new shares**

(*) dividend yield is based on XETRA closing price of the day of the respective AGM

■ 05_ Substantial earnings growth: 2022 financial figures confirm positive effects from transformation



We have built a stronger group during the last 3 years

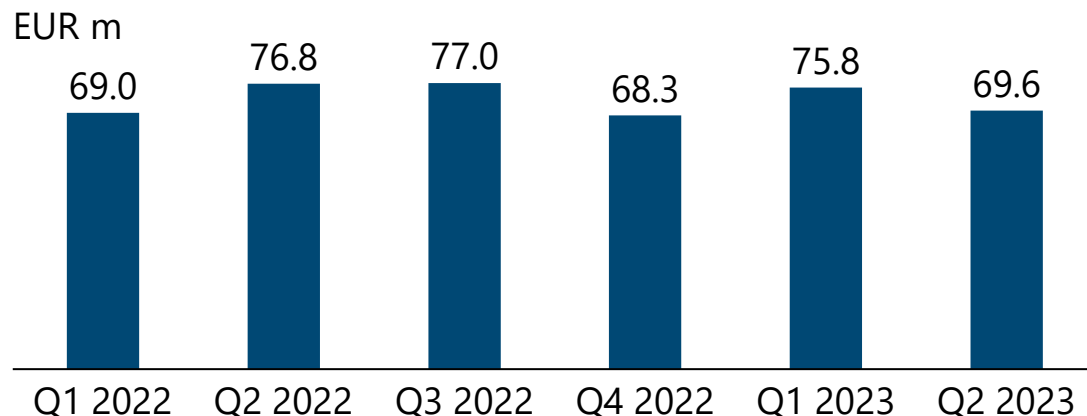
- **Since end of 2019 strong growth** in all key metrics despite Covid-19 impacts and economic turbulences
- **Risk significantly reduced** given reduction in leverage
- 3 underperforming platforms have been **replaced by 3 new and stronger companies**
- Portfolio is **more diversified** than ever

Group is significantly stronger and more resilient than in 2019

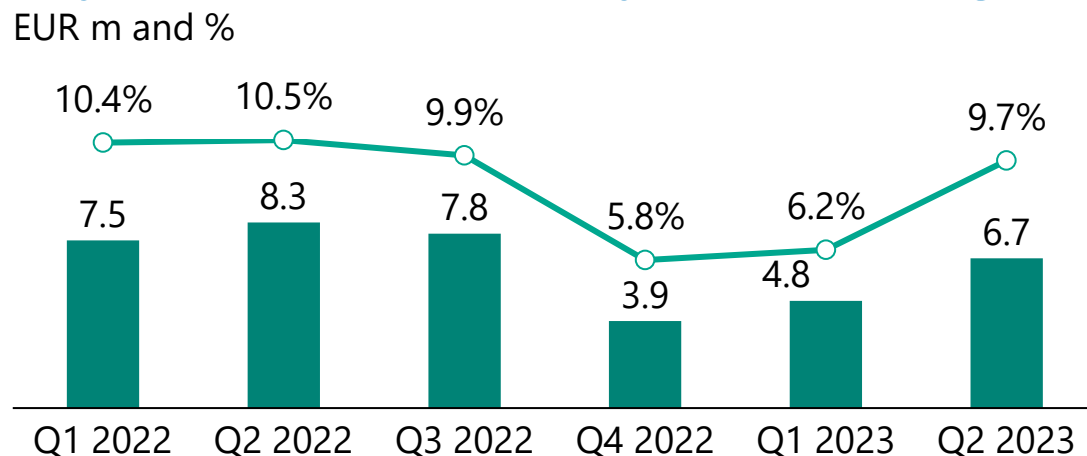
05_ Transition year 2023 – rebound potential to be exploited by operational transformation



Revenue



Adjusted EBITDA and adj. EBITDA margin



Guidance 2023 continued operations

	Full year guidance continued operations (July 2023)
Revenue in EUR m	275 – 295
Adjusted EBITDA margin	8 – 9 %
Net leverage	≤ 3,5x

- Focus remains on **operational improvement**
- Still **challenging market environment** with high volatility
- More **positive cost effects** expected to hit the P&L over the coming months, but...
- ... guidance for the rest of the year depends on **stabilization of order entry**

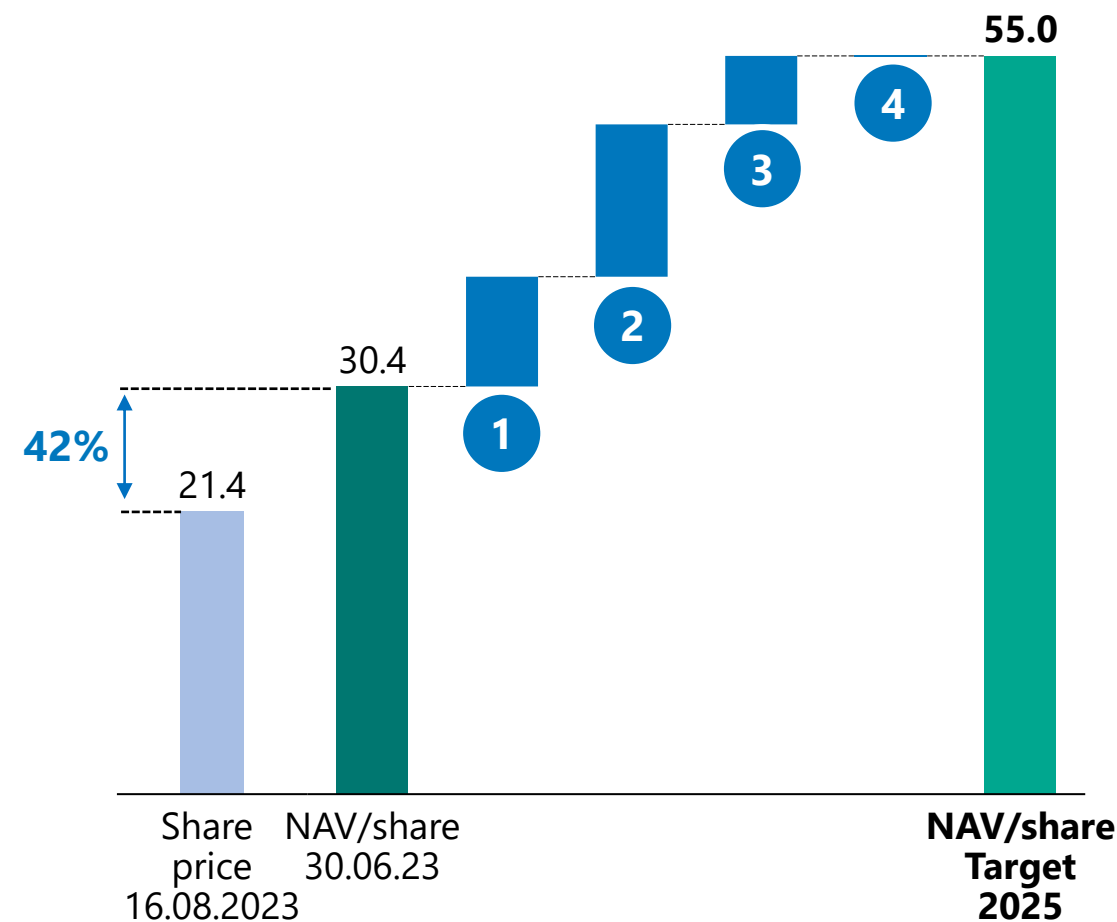
06_ Strong mid-term value creation potential




Essential value drivers

- 1 Growth:** Growth initiatives and medium-term economic recovery
- 2 Margin:** Active cost and price management
- 3** Strong focus on cash flow enables consistent **de-leveraging**
- 4 Note:** without possible effects from M&A transactions, no change in valuation multiples

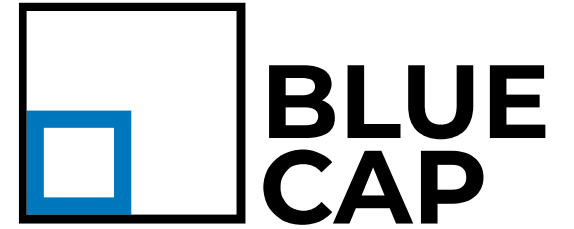
Net Asset Value target of EUR 55 per share





Questions and Answers

**Thank you for
your attention!**



■ Financial calendar and contact details



Date	Event	Location
23-24 August 2023	10th Hamburg Investor Day – HIT	Hamburg
27-29 November 2023	Deutsches Eigenkapitalforum	Frankfurt / Main



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Appendix

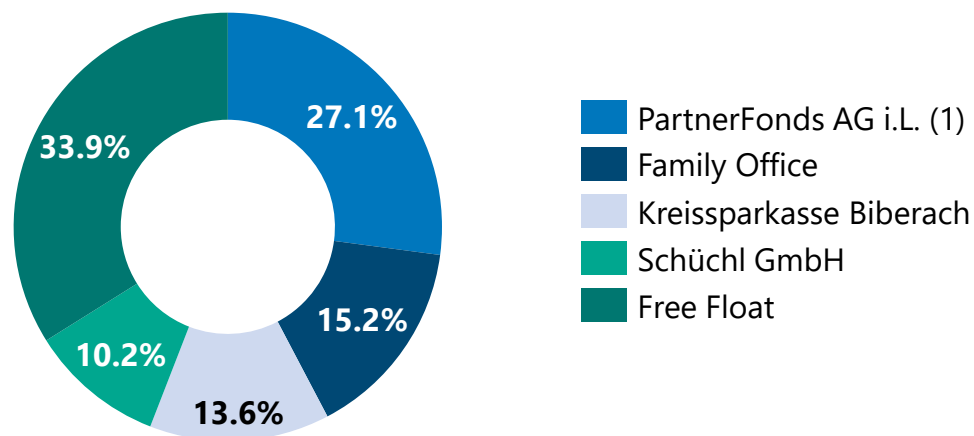
Blue Cap on the stock market



Reference data

- ISIN/WKN: DE 00A0JM2M1 / A0JM2M
- Ticker: B7E, B7E.DE (Reuters), B7E:GR (Bloomberg)
- Share Capital: 4,486,283.00 Euro / 4,486,283 pcs
- Market Segment: Scale (Frankfurt), m:access (Munich)
- Designated Sponsor: BankM AG
- Stock Exchanges: XETRA, Frankfurt, Munich, Hamburg, Düsseldorf, Berlin, Stuttgart, Tradegate

Shareholder structure



(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

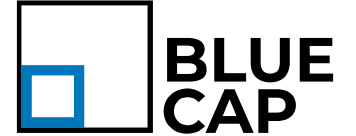
Analyst	Date	Rating	Target Price
M.M. Warburg	27.07.2023	Buy	38.00 €
SMC Research	31.07.2023	Buy	33.40 €

Share Price Development LTM



Source: Stock Exchange Frankfurt (XETRA)

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