

# TURNING POINTS

28.04.2021



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# ENKELFÄHIG

## CREATING VALUE FOR GENERATIONS



- Building sustainable businesses for a future worth living
- Outperforming and handing over a stronger company to our (grand-)children
- Meeting the demands of both today's and the next generations
- Performing with integrity and always playing by the rules



# OUR ENKELFÄHIG AMBITION



Building and developing a portfolio of 10+ businesses that generate value through addressing our planet's most challenging and pressing needs

Establishing HOW (Haniel Operating Way) as common leadership system with a focus on strategy, execution, talent

Developing a modern, entrepreneurial and performance-oriented culture

9% TSR

5-7%  
Revenue  
Growth

50bps  
Margin  
Expansion

>65%  
Cash-Flow  
Conversion

50%  
female staff  
on every  
level

Holding:  
Net zero  
2025

# INVESTING INTO A FUTURE WORTH LIVING

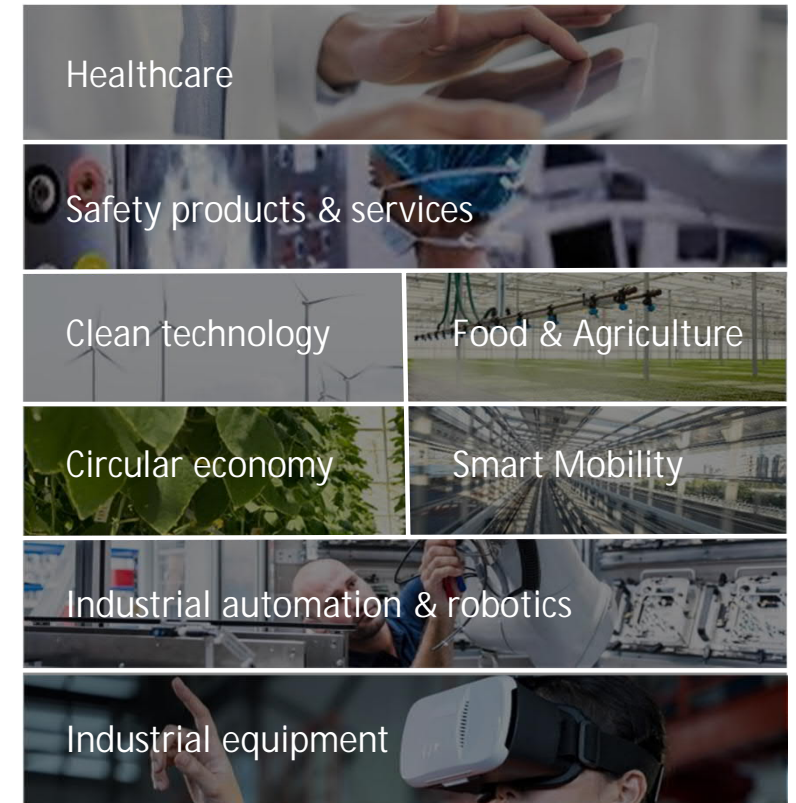


- Sustainable value creation; in harmony with environmental protection, serving the wellbeing of people, creating a balance between tradition and innovation and doing it right
- Screening potential targets along our future worth living thesis, based on 10 criteria
- No investment into targets that do not – and will not – contribute to a “future worth living”
- Investing into assets that are economically successful and contribute to a future worth living  
→ ENKELFÄHIG INVESTMENTS

# PORTFOLIO BUILDING BASED ON UN SDG AND GLOBAL MEGATRENDS



## Current Search Fields



# PORTFOLIO LAST ACQUISITION HIGHLIGHTS



Acquisitions  
> EUR 900m

Within BUs  
> EUR 200m

Portfolio diversification  
> EUR 367m



Takeover of remaining 18%



Acquisition of 50.1%



Acquisition of 100%

TAKKT



ROVEMA



OPTIMAR



CWS HYGIENE



CWS CLEANROOMS



CWS FIRE SAFETY



PPP GROWTH\*  
> EUR 150m

**inform**

**Sdui**

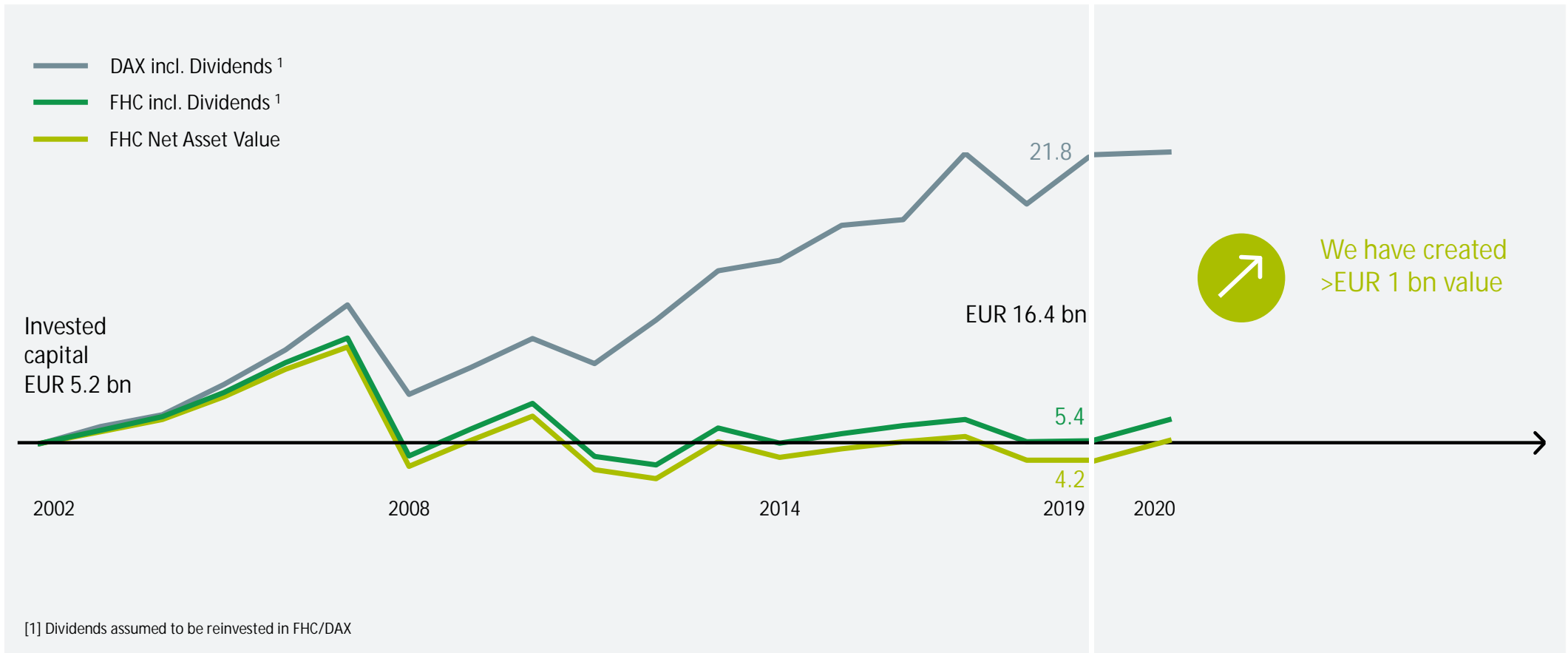
**wandelbots**

BRIDGE INVESTMENT  
EUR 217m

\* direct investments & fund commitments

We've already invested > EUR 1.4 bn into portfolio transformation

# WE PERFORMED BETTER THAN OUR PEERS





# OUR CURRENT PORTFOLIO



**BAUWATCH**  
100% OWNERSHIP



**BEKAERT DESLEE**  
100% OWNERSHIP



**CWS**  
100% OWNERSHIP



**ELG**  
100% OWNERSHIP



**CECONOMY**  
22.71% STAKE



**EMMA**  
50.1% STAKE



**OPTIMAR**  
100% OWNERSHIP



**ROVEMA**  
100% OWNERSHIP



**TAKKT**  
50.25% STAKE



**GROWTH: FUNDS & DIRECT INVESTMENTS**



# BAUWATCH



## BauWatch

BauWatch is the fast-growing European market leader in outdoor temporary security solutions, offering a tech-enabled end-to-end service proposition.

The company's access control, alarm and video systems are currently mainly used on construction sites; other application areas include open storage and recycling areas as well as energy plants; e. g. with solar panels or wind turbines.

### Main Products & Services

#### Mobile surveillance towers

- BauWatch GreenLight
- BauWatch Thermal
- BauWatch Solar

#### Compliance & access control

- BauWatch CheckPoint
- BauWatch Turnstile
- BauWatch Safety-CheckIn

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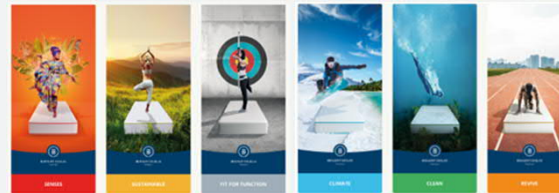
BauWatch has been acquired in 2021

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# BEKAERT DESLEE



BEKAERT DESLEE



Main Products & Services  
 Mattress textiles and ready made mattress covers, sorted in six sleep dimensions:

- Climate – sleep cool and dry
- Clean – sleep fresh and clean
- Revive – energize your body
- Senses – awake your senses
- Sustainable – support nature
- Fit for Function – try clever solutions

BekaertDeslee is a globally leading specialist for the development and manufacturing of woven and knitted mattress textiles and ready-made mattress covers.

BD's products support a good night's sleep and thus the well-being of a wide range of target groups. The company also focuses on using natural resources and pays attention to recyclability.

Financial year	2019	2020
Revenue (EURm)	339	337
Operating profit (EURm)	27	36
Employees ø (Headcount)	3,354	3,779



### Main Products & Services

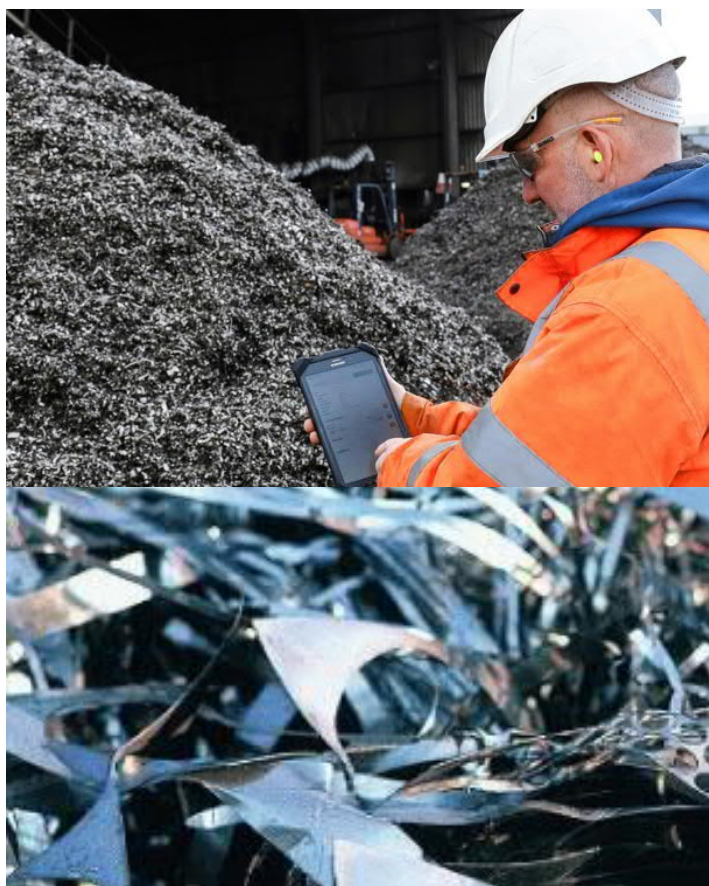
Rental solutions for

- Hygiene
- Workwear
- Floor Care
- Fire safety
- Cleanrooms
- Healthcare

CWS is one of the leading international service providers of hygiene and workwear solutions.

For a safer and healthier tomorrow – To ensure that our world is worth living in for future generations, CWS is committed to better hygiene, more safety in professional and public environments.

Financial year	2019	2020
Revenue (EURm)	1,188	1,242
Operating profit (EURm)	155	170
Employees ø (Headcount)	10,509	11,012



ELG is a global leader in the trading, processing and recycling of raw materials for the stainless-steel industry as well as high performance materials such as superalloys, titanium and carbon fibres.

By sustainably extracting new secondary raw materials from scrap metals and by developing them into versatile, high-performance materials, ELG creates added value.

#### Main Products & Services

- Sourcing and recovery of stainless steel, superalloys, titanium and carbon fibres
- Production of valuable secondary raw materials

Financial year	2019	2020
Revenue (EURm)	1,580	1,329
Operating profit (EURm)	7	-30
Employees ø (Headcount)	1,381	1,274

# EMMA



Emma®

Emma – The Sleep Company is the world's leading D2C sleep brand, providing bedding products and sleep technologies, such as the smart mattress Emma Motion.

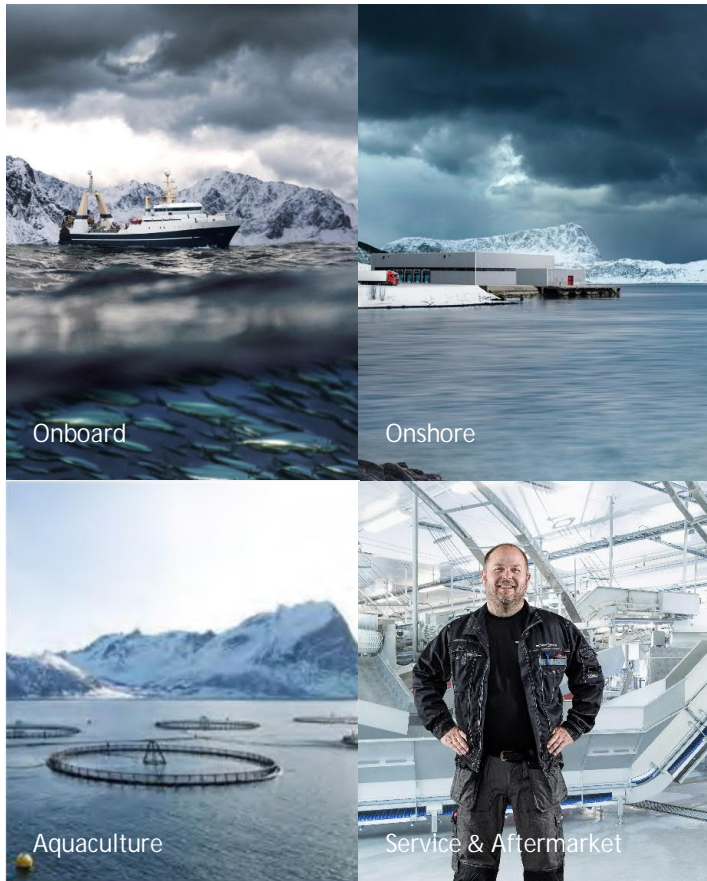
Emma stands out with excellent research and development competencies, taking sleep and thus well-being holistically and constantly to a new level.

#### Main Products & Services

- Emma Original
- Emma Motion
- Emma Select Assortment (for Retail)
- Sleep tech and services, e.g. through the Emma App

Financial year (07-12/2020)	2020
Revenue (EURm)	256
Operating profit (EURm)	16
Employees ø (Headcount)	516

# OPTIMAR



Optimar is a global leader for automated fish handling systems for use on ships, on land and for fish farms.

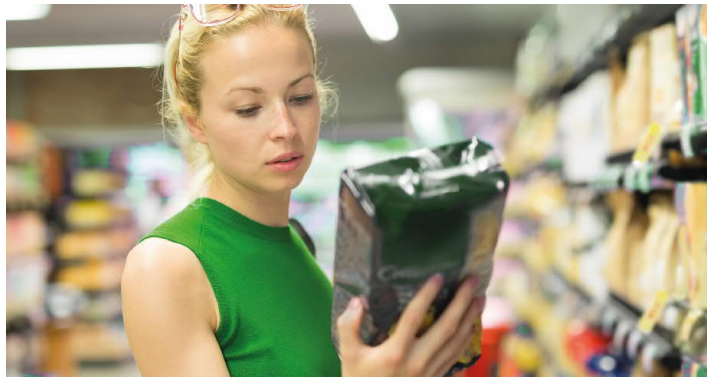
FISH HANDLING WITH CARE is the heart and soul of Optimar. Caring for both quality fish handling and customers' needs has been a key factor in Optimar's 80-years long history.

#### Main Products & Services

- Fish handling solutions and processing equipment for Onboard, Onshore, Aquaculture
- Service & Aftermarket

Financial year	2019	2020
Revenue (EURm)	118	94
Operating profit (EURm)	2	4
Employees ø (Headcount)	478	445

# ROVEMA



ROVEMA is a global leader in the manufacturing of packaging machines and equipment for a wide variety of products and applications.

The company develops and builds packaging machines and systems that suit complex circular economy demands.

#### Main Products & Services

- Vertical form, fill and seal packaging machines
- Sustainable packaging solutions
- Turnkey packaging systems

Financial year	2019	2020
Revenue (EURm)	96	127
Operating profit (EURm)	7	11
Employees ø (Headcount)	691	717



# TAKKT



#### Main Products & Services

- Operating and warehouse equipment
- Office furniture
- Transport packaging
- Display products
- Equipment for the restaurant and hotel market
- Retail equipment

The TAKKT Group is specialized on B2B direct marketing for business equipment. The companies and brands operate in attractive markets and focus primarily on the sale of durable equipment to business customers in different industries and regions. The Omnichannel Commerce segment addresses business customers with complex requirements, the Web-focused Commerce segment gears its offerings to the less complex requirements of B2B customers.

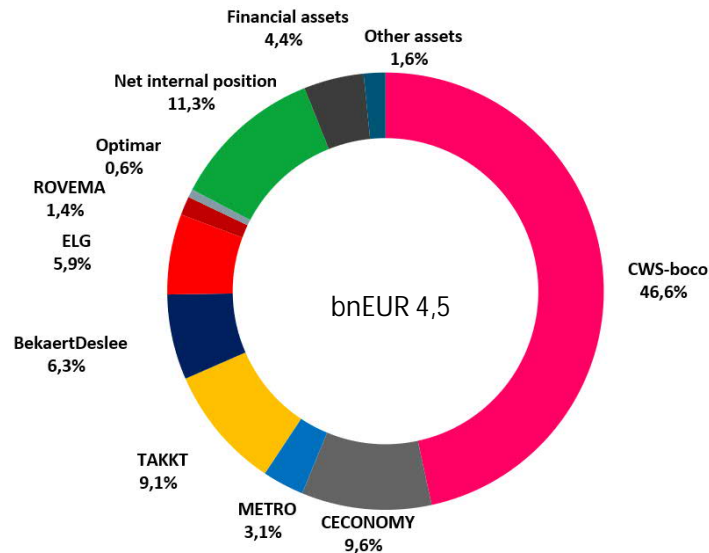
Financial year	2019	2020
Revenue (EURm)	1,214	1,067
Operating profit (EURm)	118	59
Employees ø (Headcount)	2,706	2,521

# GROSS ASSET VALUE

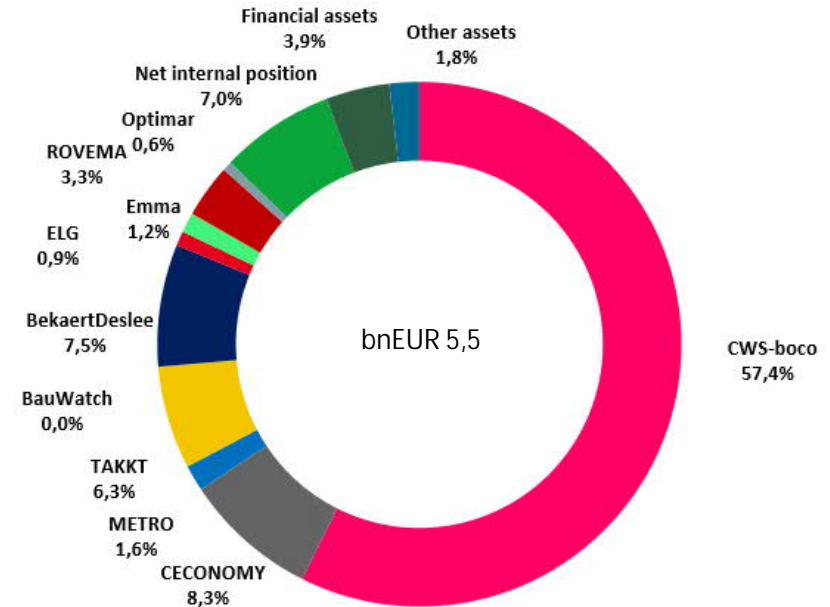


GROSS ASSET VALUE OF PORTFOLIO INCREASED (+23%) IN PARTICULAR TO THE RAISING VALUATION OF CWS (BEKAERTDESLEE AND ROVEMA)

Gross Asset Value Split 2019  
as of December 31<sup>st</sup>, 2019; spot prices



Gross Asset Value Split 2020  
as of December 31<sup>st</sup>, 2020; spot prices



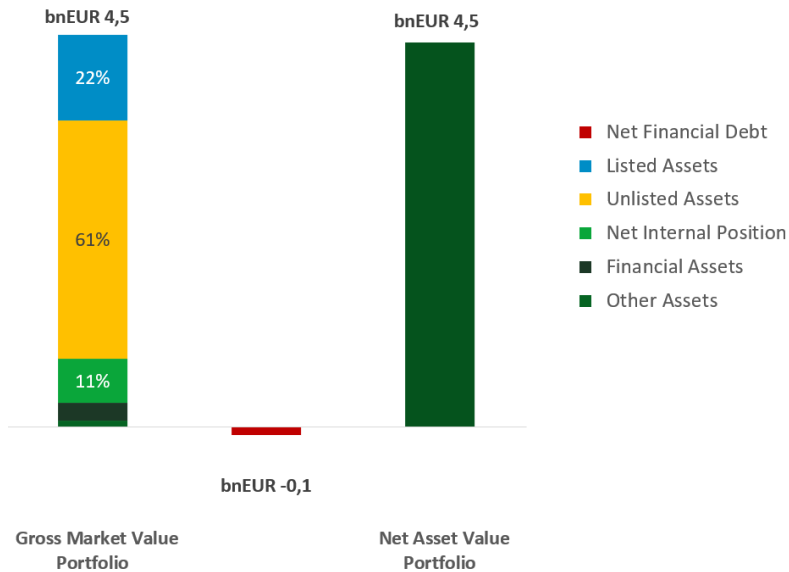
# NET ASSET VALUE



NET ASSET VALUE OF PORTFOLIO INCREASED (+23%) IN PARTICULAR TO THE RAISING GROSS ASSET VALUE WITH STABLE AND LOW NET DEBT

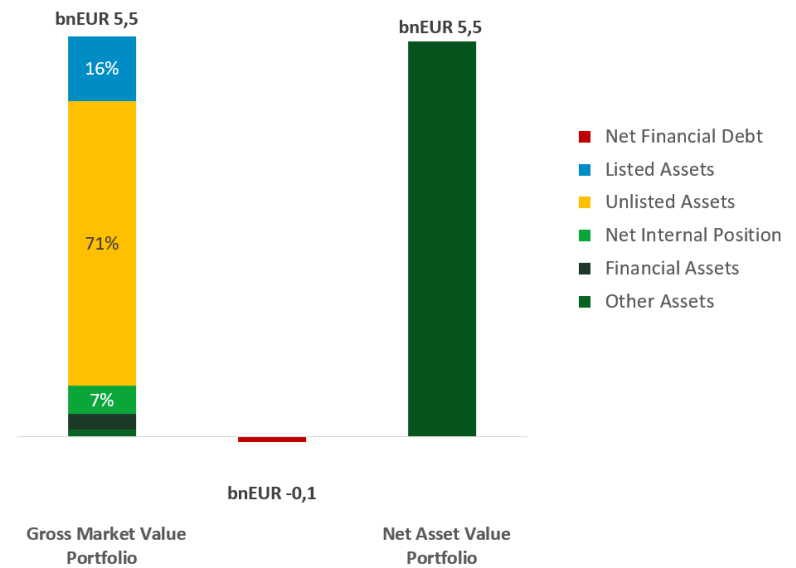
## Net Asset Value 2019

as of December 31<sup>st</sup>, 2019; spot prices



## Net Asset Value 2020

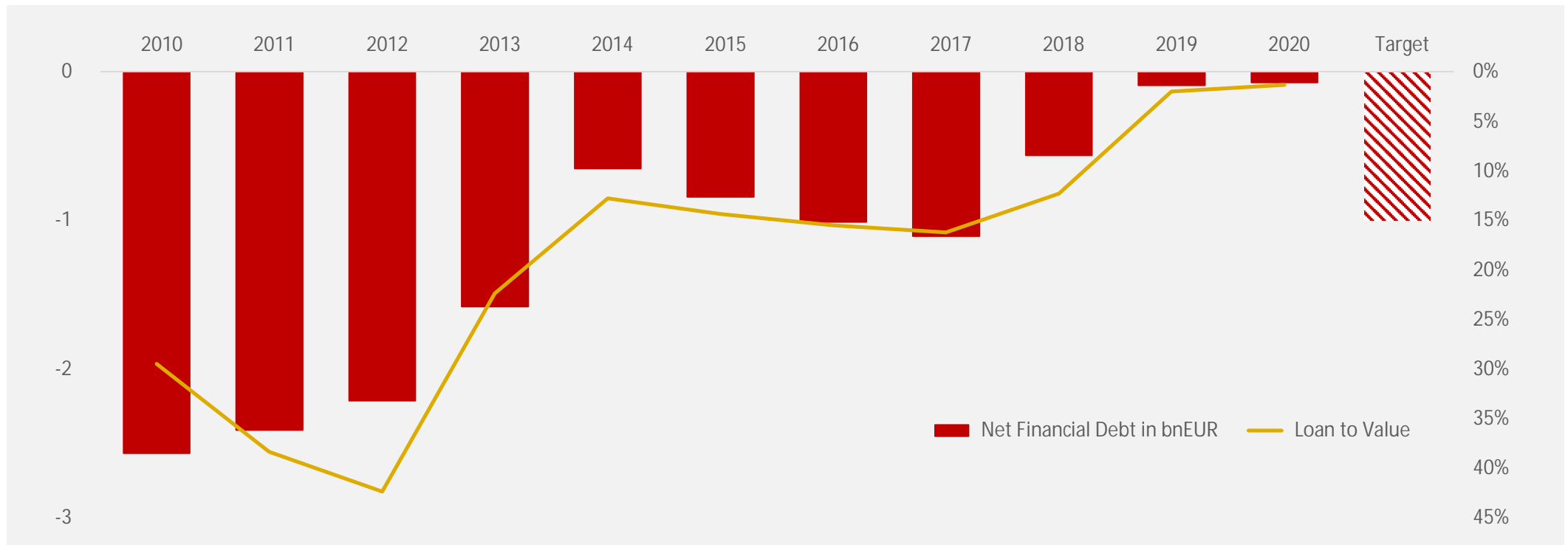
as of December 31<sup>st</sup>, 2020; spot prices



# MARKET VALUE GEARING STABLE WITHIN INVESTMENT GRADE AREA



WITH MARKET VALUE GROWTH AND VERY LOW NET DEBT SIGNIFICANT HEADROOM (FIREPOWER: 1,6BN) FOR FURTHER PORTFOLIO TRANSFORMATION



# TOTAL CASH COVER



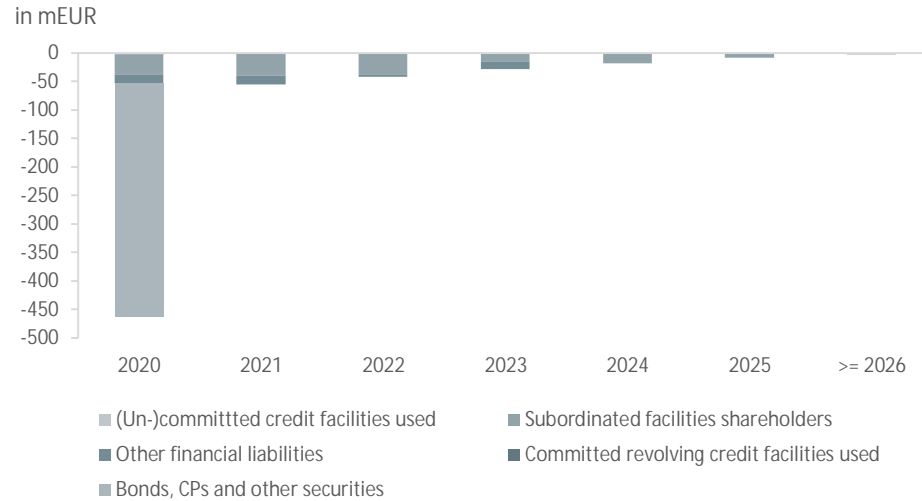
in EURm	2018	2019	2020	2021-2026e
Dividends received	218	178	126	
Interest received	10	7	11	
Interest paid	-28	-12	-14	
Holding costs	-38	-46	-58	
Funds from operations	162	128	65	
Dividends paid to shareholders (Haniel family)	-60	-60	-57	
Share buyback/Others	-8	-5	-2	
Interest payments (IFRS)	-16	-2	+6	
Total cash cover Investment Result	1,7	1,5	1,0	>1,3
Total Cash Cover (IFRS as is)	1,8	1,6	1,1	

# MATURITY PROFILE

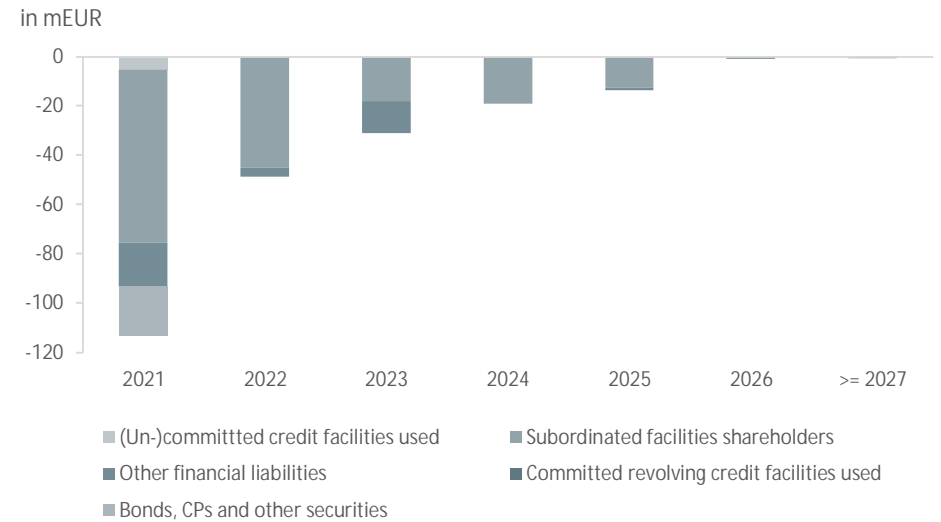


## MATURING EXCHANGEABLE BOND REPAYED IN 2020 BY EXISTING POSITION IN CASH AND CASH EQUIVALENTS AND WITH NO RE-PLACEMENT IN BOND MARKET

Gross Debt 2019  
as of December 31<sup>st</sup>, 2019



Gross Debt 2020  
as of December 31<sup>st</sup>, 2020

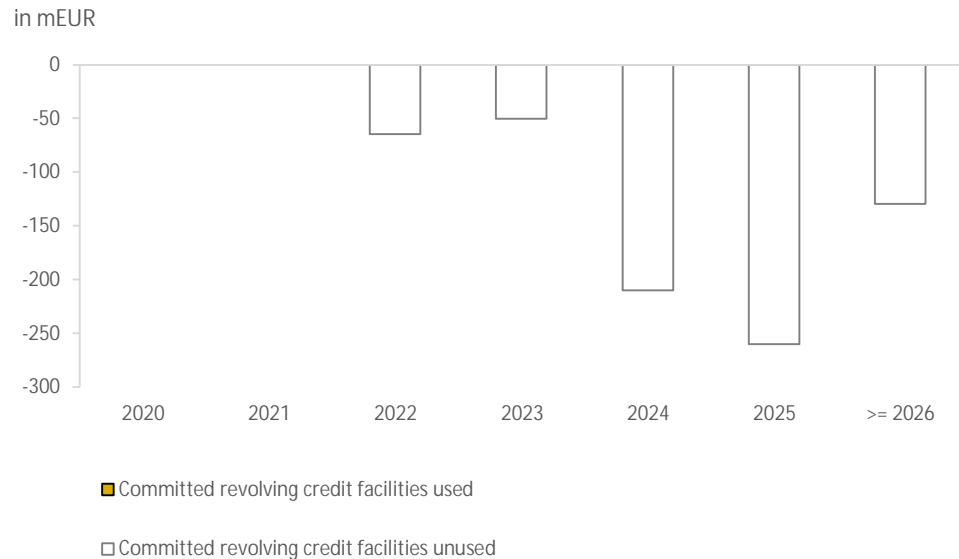


# LONG TERM BILATERAL CREDIT FACILITIES

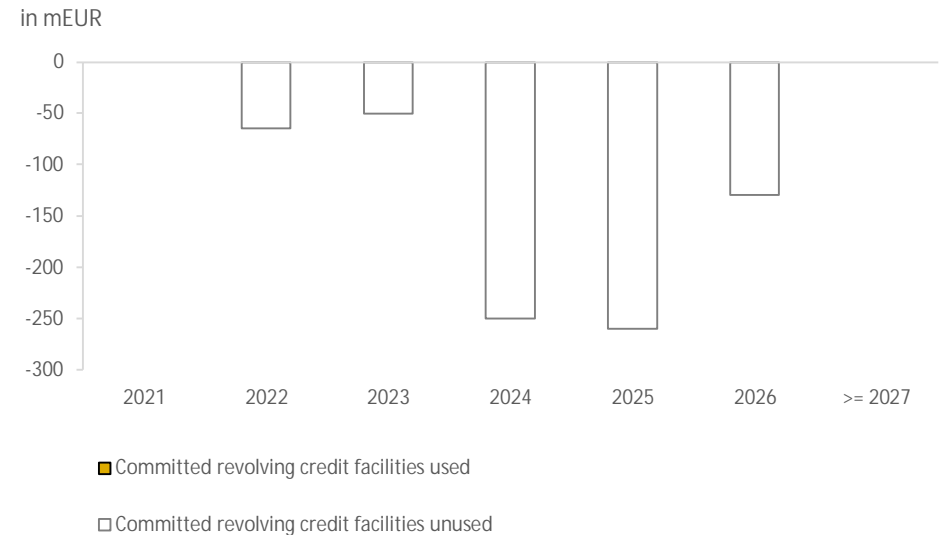


FACILITIES DO NOT CONTAIN ANY MAC, MARKET DISRUPTION OR FORCE MAJEURE CLAUSES, FINANCIAL COVENANTS OR RATING-RELATED EVENTS-OF-DEFAULT

Bank Facilities 2019  
as of December 31<sup>st</sup>, 2019



Bank Facilities 2020  
as of December 31<sup>st</sup>, 2020



# TARGET: STABLE INVESTMENT-GRADE RATING



IN ORDER TO ENSURE A STABLE ACCESS TO THE CAPITAL MARKETS, HANIEL OFFERS ITS INVESTORS EXTERNAL ASSESSMENTS OF THE CREDITWORTHINESS

→Baa3

→ Moody's Investors Service

→ In April 2018 Moody's raised Haniel's long-term issuer rating from Ba1 with a positive outlook to Baa3 with a stable outlook.

MOODY'S

→BBB-

→ Scope Ratings AG

→ In February 2016 Scope initially rated Haniel with a BBB- long-term issuer rating and a stable outlook.

SCOPE



# FHC BREAKTHROUGH PRIORITIES 2021



→ Define and implement best-in-class M&A and PMI process

- Increase Bolt-on M&A from EUR 55m to EUR 400m revenue acquired
- Acquire 1 platform

→ Implement lean enterprise process across all BUs

- Increase inventory turns by 2
- Reach operating profit of EUR 350 m
- Increase lean awareness of Top 100 to 100%

→ Develop and implement world-class integrated talent development processes

- Increase internal fill rate to 60%
- Reduce time to hire (until signing) to 90 days

→ Implant enkelfähig at the core of the product development and assortment process in all BUs

- Increase revenue from enkelfähig products

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# ENKELFÄHIG CREATING VALUE FOR GENERATIONS

28.04.2021

