DISCLAIMER

PLEASE NOTE THAT THIS PRESENTATION (INCLUDING ANY INFORMATION CONTAINED HEREIN AND ANY INFORMATION, WHETHER OR NOT IN WRITING, SUPPLIED IN CONNECTION WHEREWITH) IS FOR INSTITUTIONAL INVESTORS ONLY. THIS PRESENTATION IS FURNISHED TO YOU SOLELY FOR YOUR INFORMATION, SHOULD NOT BE TREATED AS GIVING INVESTMENT ADVICE AND MAY NOT BE REPRODUCED OR REDISTRIBUTED, IN WHOLE OR IN PART, TO ANY OTHER PERSON.

No representation or warranty (expressed or implied) is made as to, and no reliance should be placed on, the fairness, accuracy or completeness of the information contained herein and, accordingly, none of Franz Haniel & Cie. GmbH (hereinafter referred to as the “Company” or as “Haniel”), or any of its parent or subsidiary undertakings or any of such person’s officers, directors or employees accepts any liability whatsoever arising directly or indirectly from the use of this document. This presentation may contain forward-looking statements. In addition to statements which are forward-looking by reason of context, forward-looking statements are indicated by the use of words such as “forecast”, “expect”, “intend”, “plan”, “predict”, “assume”, “believe”, “estimate”, “may”, “shall”, “anticipate” or expressions with similar meanings. Forward-looking statements are based on certain expectations and assumptions at the time of preparation of this presentation and are subject to risks and uncertainties, e.g., such relating to the future development of the economic and regulatory environment, the behaviour of competitors and other market participants or the ability to successfully integrate acquired business and achieve anticipated synergies. If any of these or other risks and uncertainties occur or if the assumptions underlying any of these statements prove incorrect, actual results may differ materially from those expressed or implied by a forward-looking statement. Therefore, no representation of warranty, expressed or implied, is made regarding any forward-looking statement. Haniel neither intends nor undertakes to update forward-looking statements. Please note that data from external sources cited in this presentation has not been independently verified by Haniel.

By accepting this Presentation you acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the Company’s business.

This Presentation speaks as of April 2021. Neither the delivery of this Presentation nor any further discussions of the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since such date. This material is given in conjunction with an oral Presentation and should not be taken out of context.
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
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.

- 5–7% Revenue Growth
- 50bps Margin Expansion
- >65% Cash-Flow Conversion
- 50% female staff on every level
- Holding: Net zero 2025

9% TSR
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

- Healthcare
- Safety products & services
- Clean technology
- Food & Agriculture
- Circular economy
- Smart Mobility
- Industrial automation & robotics
- Industrial equipment
PORTFOLIO
LAST ACQUISITION HIGHLIGHTS

<table>
<thead>
<tr>
<th>Acquisitions</th>
<th>Within BUs</th>
<th>Portfolio diversification</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; EUR 900m</td>
<td>&gt; EUR 200m</td>
<td>&gt; EUR 367m</td>
</tr>
</tbody>
</table>

- **Acquisitions**
  - Takeover of remaining 18%
  - Acquisition of 50.1%
  - Acquisition of 100%

- **Within BUs**
  - TAKKT
  - ROVEMA
  - OPTIMAR

- **Portfolio diversification**
  - PPP GROWTH* > EUR 150m
  - CWS HYGIENE
  - CWS FIRE SAFETY
  - CWS CLEANROOMS
  - CWS CLEANROOMS

*direct investments & fund commitments

We’ve already invested > EUR 1.4 bn into portfolio transformation
WE PERFORMED BETTER THAN OUR PEERS

Invested capital: EUR 5.2 bn

- DAX incl. Dividends
- FHC incl. Dividends
- FHC Net Asset Value


EUR 16.4 bn

[1] Dividends assumed to be reinvested in FHC/DAX

We have created >EUR 1 bn value
## Our Current Portfolio

<table>
<thead>
<tr>
<th>Company</th>
<th>Ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEKAERT DESLEE</td>
<td>100% OWNERSHIP</td>
</tr>
<tr>
<td>CWS</td>
<td>100% OWNERSHIP</td>
</tr>
<tr>
<td>ELG</td>
<td>100% OWNERSHIP</td>
</tr>
<tr>
<td>BAUWATCH</td>
<td>100% OWNERSHIP</td>
</tr>
<tr>
<td>EMMA</td>
<td>50.1% STAKE</td>
</tr>
<tr>
<td>OPTIMAR</td>
<td>100% OWNERSHIP</td>
</tr>
<tr>
<td>ROVEMA</td>
<td>100% OWNERSHIP</td>
</tr>
<tr>
<td>TAKKT</td>
<td>50.25% STAKE</td>
</tr>
<tr>
<td>CECONOMY</td>
<td>22.71% STAKE</td>
</tr>
</tbody>
</table>

### Growth: Funds & Direct Investments

- CECONOMY: 22.71% Stake
- WANDELBOTS
- INFARM
- BAUWATCH: 100% Ownership
- SDUI

---

**CREDITOR UPDATE CALL: FRANZ HANIEL & CIE. GMBH | 28.04.2021**
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.

---

BauWatch has been acquired in 2021

---

Main Products & Services
Mobile surveillance towers
- BauWatch GreenLight
- BauWatch Thermal
- BauWatch Solar
Compliance & access control
- BauWatch CheckPoint
- BauWatch Turnstile
- BauWatch Safety-CheckIn
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.

<table>
<thead>
<tr>
<th>Financial year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (EURm)</td>
<td>339</td>
<td>337</td>
</tr>
<tr>
<td>Operating profit (EURm)</td>
<td>27</td>
<td>36</td>
</tr>
<tr>
<td>Employees ø (Headcount)</td>
<td>3,354</td>
<td>3,779</td>
</tr>
</tbody>
</table>
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 Performance

<table>
<thead>
<tr>
<th>Financial year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (EURm)</td>
<td>1,188</td>
<td>1,242</td>
</tr>
<tr>
<td>Operating profit (EURm)</td>
<td>155</td>
<td>170</td>
</tr>
<tr>
<td>Employees ø (Headcount)</td>
<td>10,509</td>
<td>11,012</td>
</tr>
</tbody>
</table>

### Main Products & Services

- **Rental solutions for**
  - Hygiene
  - Workwear
  - Floor Care
  - Fire safety
  - Cleanrooms
  - Healthcare
Main Products & Services
- Sourcing and recovery of stainless steel, superalloys, titanium and carbon fibres
- Production of valuable secondary raw materials

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.

<table>
<thead>
<tr>
<th>Financial year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (EURm)</td>
<td>1,580</td>
<td>1,329</td>
</tr>
<tr>
<td>Operating profit (EURm)</td>
<td>7</td>
<td>-30</td>
</tr>
<tr>
<td>Employees (Headcount)</td>
<td>1,381</td>
<td>1,274</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Financial year (07-12/2020)</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (EURm)</td>
<td>256</td>
</tr>
<tr>
<td>Operating profit (EURm)</td>
<td>16</td>
</tr>
<tr>
<td>Employees ø (Headcount)</td>
<td>516</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Financial year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (EURm)</td>
<td>118</td>
<td>94</td>
</tr>
<tr>
<td>Operating profit (EURm)</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Employees ø (Headcount)</td>
<td>478</td>
<td>445</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Financial year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue (EURm)</strong></td>
<td>96</td>
<td>127</td>
</tr>
<tr>
<td><strong>Operating profit (EURm)</strong></td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td><strong>Employees ø (Headcount)</strong></td>
<td>691</td>
<td>717</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Financial year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (EURm)</td>
<td>1,214</td>
<td>1,067</td>
</tr>
<tr>
<td>Operating profit (EURm)</td>
<td>118</td>
<td>59</td>
</tr>
<tr>
<td>Employees ø (Headcount)</td>
<td>2,706</td>
<td>2,521</td>
</tr>
</tbody>
</table>
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 31st, 2019; spot prices

- Net internal position: 11.3%
- Financial assets: 4.4%
- Other assets: 1.6%
- CWS-boco: 46.6%
- ROVEMA: 1.4%
- ELG: 5.9%
- BekaaertDeslee: 6.3%
- TAKKT: 9.1%
- METRO: 3.1%
- CECONOMY: 9.6%

**Gross Asset Value Split 2020**
as of December 31st, 2020; spot prices

- Net internal position: 7.0%
- Financial assets: 3.9%
- Other assets: 1.8%
- CWS-boco: 57.4%
- ROVEMA: 3.3%
- ELG: 0.9%
- Emma: 1.2%
- BekaaertDeslee: 7.5%
- BauWatch: 0.0%
- TAKKT: 6.3%
- METRO: 1.6%
- CECONOMY: 8.3%
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 31st, 2019; spot prices

- Gross Market Value Portfolio: bnEUR 4.5
- Net Asset Value Portfolio: bnEUR 4.5

Net Asset Value 2020
as of December 31st, 2020; spot prices

- Gross Market Value Portfolio: bnEUR 5.5
- Net Asset Value Portfolio: bnEUR 5.5

Legend:
- Net Financial Debt
- Listed Assets
- Unlisted Assets
- Net Internal Position
- Financial Assets
- Other Assets
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

<table>
<thead>
<tr>
<th>in EURm</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021-2026e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends received</td>
<td>218</td>
<td>178</td>
<td>126</td>
<td></td>
</tr>
<tr>
<td>Interest received</td>
<td>10</td>
<td>7</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Interest paid</td>
<td>-28</td>
<td>-12</td>
<td>-14</td>
<td></td>
</tr>
<tr>
<td>Holding costs</td>
<td>-38</td>
<td>-46</td>
<td>-58</td>
<td></td>
</tr>
<tr>
<td><strong>Funds from operations</strong></td>
<td>162</td>
<td>128</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Dividends paid to shareholders (Haniel family)</td>
<td>-60</td>
<td>-60</td>
<td>-57</td>
<td></td>
</tr>
<tr>
<td>Share buyback/Others</td>
<td>-8</td>
<td>-5</td>
<td>-2</td>
<td></td>
</tr>
<tr>
<td>Interest payments (IFRS)</td>
<td>-16</td>
<td>-2</td>
<td>+6</td>
<td></td>
</tr>
<tr>
<td><strong>Total cash cover Investment Result</strong></td>
<td>1,7</td>
<td>1,5</td>
<td>1,0</td>
<td>&gt;1,3</td>
</tr>
<tr>
<td>Total Cash Cover (IFRS as is)</td>
<td>1,8</td>
<td>1,6</td>
<td>1,1</td>
<td></td>
</tr>
</tbody>
</table>
MATURING EXCHANGEABLE BOND REPAID IN 2020 BY EXISTING POSITION IN CASH AND CASH EQUIVALENTS AND WITH NO RE-PLACEMENT IN BOND MARKET

MATURITY PROFILE

CREDITOR UPDATE CALL I FRANZ HANIEL & CIE. GMBH | 28.04.2021
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 31st, 2019

Bank Facilities 2020
as of December 31st, 2020

[Creditor Update Call | Franz Haniel & Cie. Gmbh | 28.04.2021]
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.

→ BBB-
  → Scope Ratings AG
  → In February 2016 Scope initially rated Haniel with a BBB- long-term issuer rating and a stable outlook.
### FHC BREAKTHROUGH PRIORITIES 2021

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Define and implement best-in-class M&amp;A and PMI process</td>
<td>Increase Bolt-on M&amp;A from EUR 55m to EUR 400m revenue acquired, Acquire 1 platform</td>
</tr>
<tr>
<td>2</td>
<td>Implement lean enterprise process across all BUs</td>
<td>Increase inventory turns by 2, Reach operating profit of EUR 350 m, Increase lean awareness of Top 100 to 100%</td>
</tr>
<tr>
<td>3</td>
<td>Develop and implement world-class integrated talent development processes</td>
<td>Increase internal fill rate to 60%, Reduce time to hire (until signing) to 90 days</td>
</tr>
<tr>
<td>4</td>
<td>Implant enkelfähig at the core of the product development and assortment process in all BUs</td>
<td>Increase revenue from enkelfähig products</td>
</tr>
</tbody>
</table>
CONTACT

Dr Axel Gros  
Senior Vice President Finance  
T +49 (0) 203 806 355  
E agros@haniel.de  
Franz Haniel & Cie. GmbH  
Franz-Haniel-Platz 1  
47119 Duisburg, Germany

Christian Rube  
Head of Credit Markets and Financial Governance  
T +49 (0) 203 806 362  
E crube@haniel.de
ENKELFÄHIG
CREATING VALUE FOR GENERATIONS

28.04.2021