

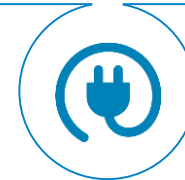


Driving the clean energy transition.

Deutsches Eigenkapitalforum

21-23 November 2021

Strictly private and confidential



Today's presenting team



Torben Kleinfeldt
CEO

Group Strategy & Development
VORWERKer since 2001
20+ years industry experience
Diplomas in Engineering and Business



Tim Hameister
CFO

Finance & Controlling
VORWERKer since 2019
6+ years industry experience at Encavis
M.Sc. Financial Management & Accounting

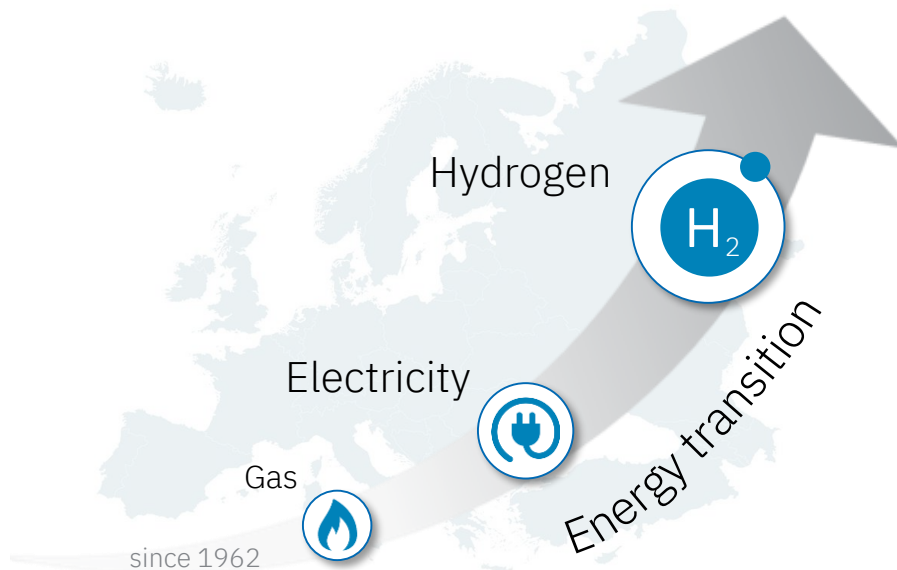
VORWERK is driving the clean energy transition



VORWERK plans, realizes and operates the energy infrastructure of the future

In highly attractive markets

With success



€291m
revenue



>1,400
employees



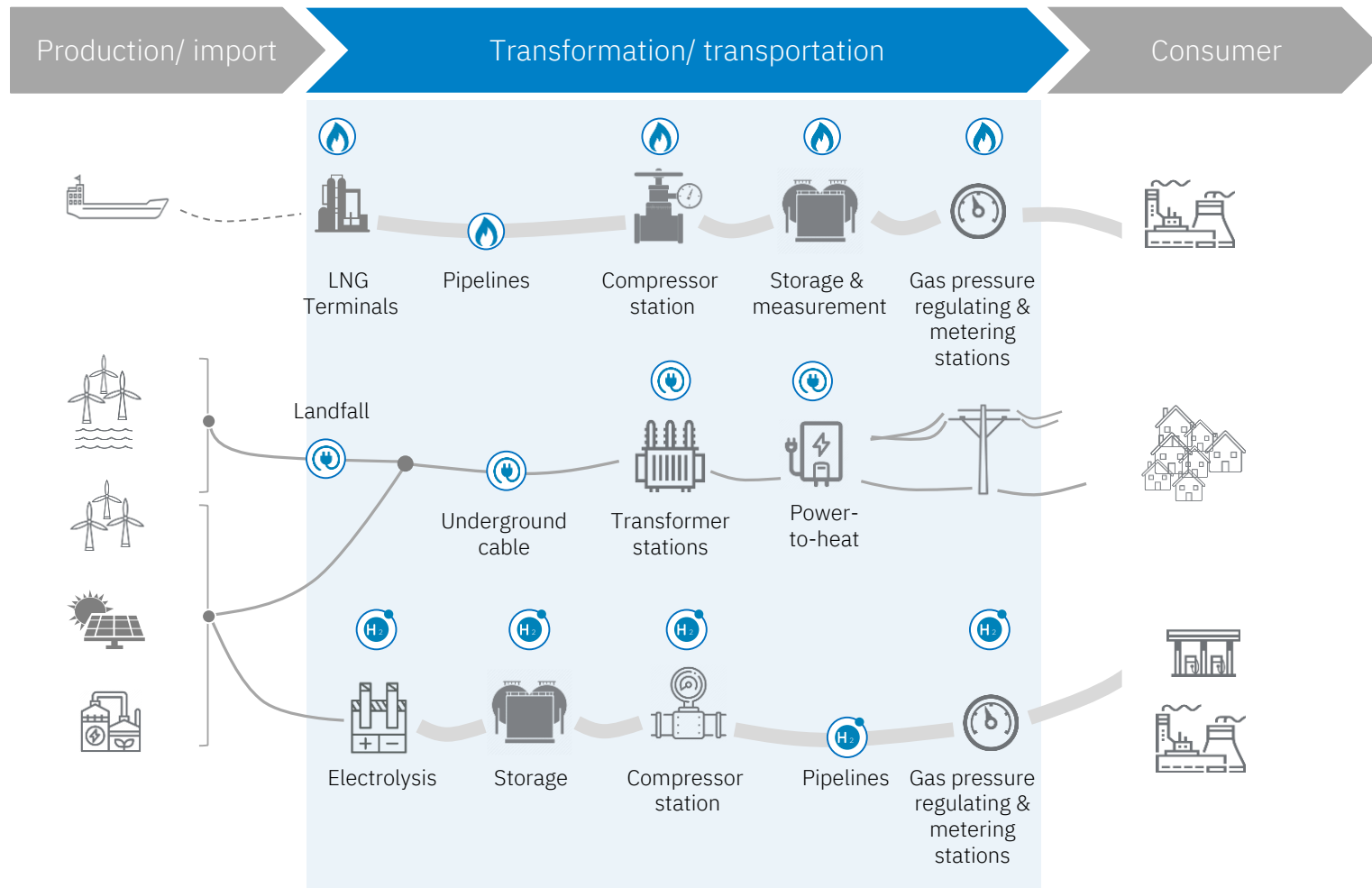
16%
EBIT margin



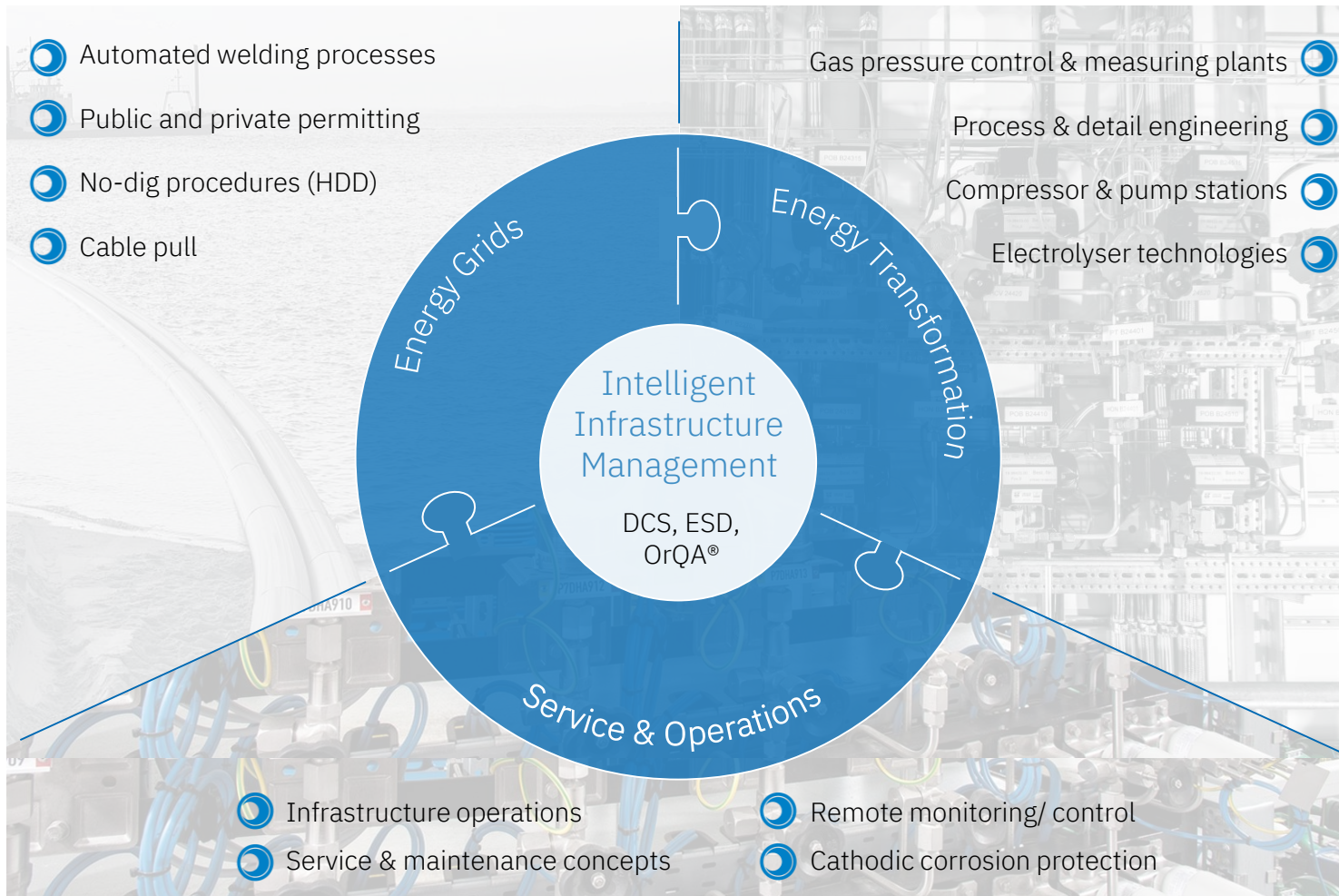
>15%
organic CAGR¹

1) CAGR based on 2014-2020

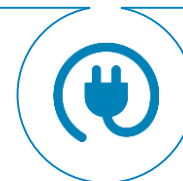
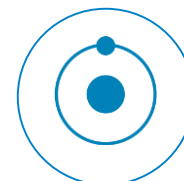
VORWERK is critical in transforming and delivering energy from producers to consumers



VORWERK's fully integrated service offering enables critical energy infrastructure



Market update



Recent changes to the German Climate Change Act increase pressure



**Federal Ministry
for Economic Cooperation
and Development**

Climate Change Act 2021

Climate commitments



Increasingly ambitious climate goals

Goal of cutting total carbon emission by 65% by 2030 (vs. previous target of 55%) and by 88% by 2040



Carbon neutrality by 2045

Goal of reaching full carbon neutrality by 2045 (vs. 2050 previously)

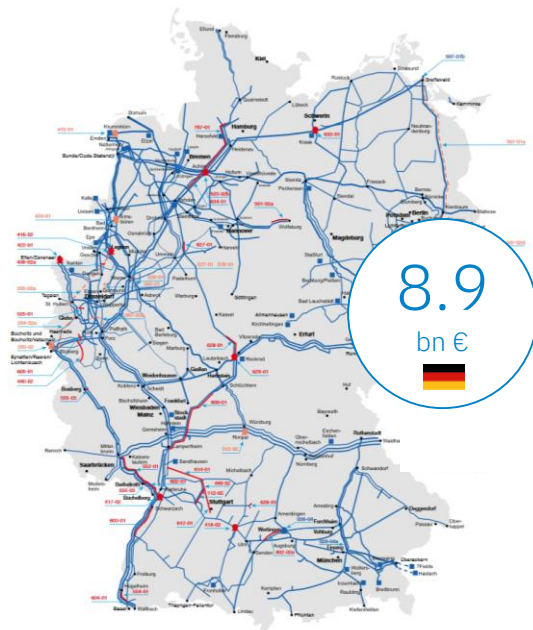


Compulsory carbon reduction goals by sector

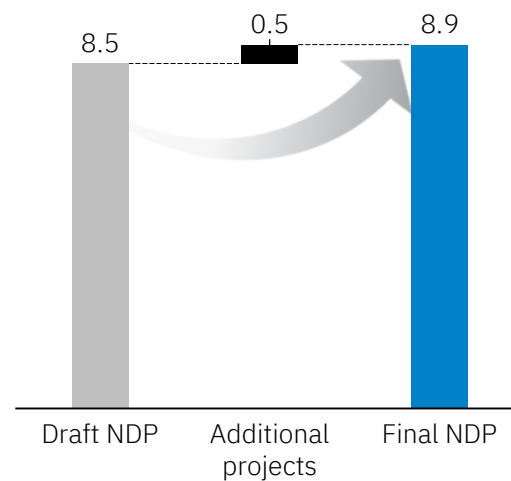
Permissible annual CO2 emissions for individual sectors such as energy, industry, transport and buildings to be further reduced

Since the IPO planned TSO investments in gas grid have further increased

Planned investments in German natural gas infrastructure
in €bn by 2030; according to the confirmed NDP 2030 (2020)



- Transmission pipelines
- - - Pipelines not in operation
- Compressor not in operation
- - - Storage connections abroad
- Storage on transmission networks



Key drivers

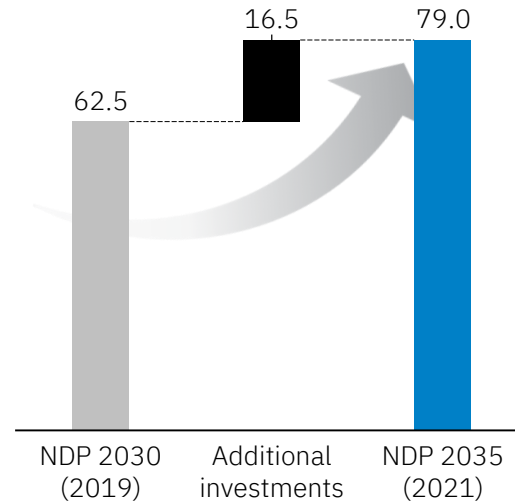
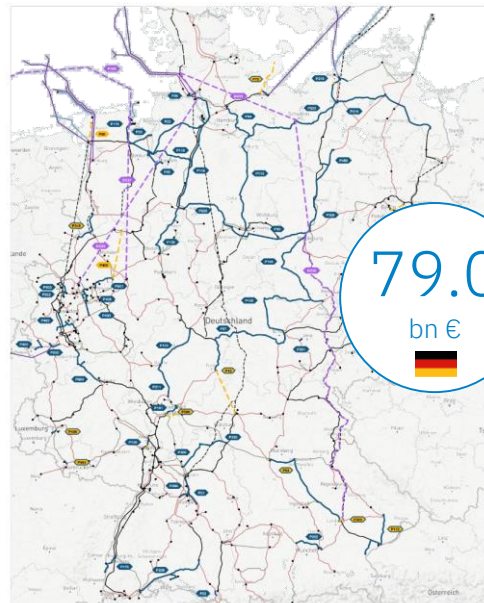
- Coal (and nuclear) phase out**
 Switch from coal- to gas-fired power plants due to coal/nuclear phase-out

- Renewable power generation**
 Gas as ideal backup for fluctuating renewable energy sources

- Gas for heating purposes**
 Natural gas becoming more widely used to heat residential and commercial buildings

New electricity NDP draft 2035 (2021) leads to substantially higher investment volumes

Planned investments in German electricity infrastructure in €bn by 2035; according to the 2nd draft NDP 2035 (2021)



Key drivers



Renewable power generation requires long-distance cable lines (“Stromautobahnen”) to transport power from north to south



Underground cable law mandates large new cable lines to be built underground to minimise environmental impact

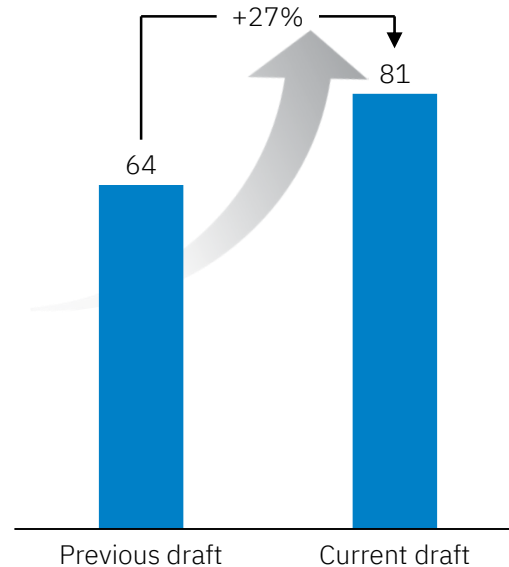
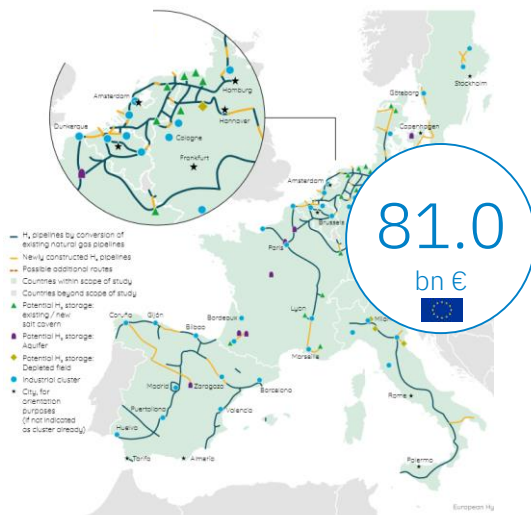


Increased power consumption due to increased penetration of electric vehicles, electric heat pumps for buildings and hydrogen production

Cost estimates of envisioned hydrogen backbone have increased significantly since IPO

Estimated cost of hydrogen backbone
in bn € by 2040¹⁾

Key drivers



↔ 39,600 km pipeline network to be created by 2040 to integrate major hydrogen supply and industrial demand clusters

🗑️ 30+% of new-build pipelines In addition to substantial conversion of existing natural gas pipelines

↻ Many VORWERK TSO customers involved in planning and development of hydrogen backbone – first nucleus already under construction in Germany

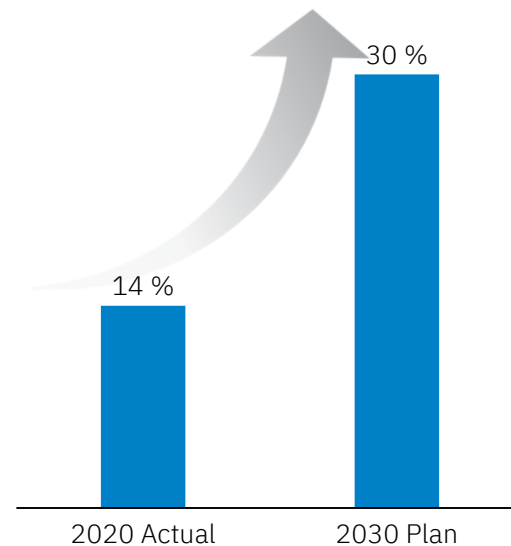
District heat remains a key pathway to decarbonizing building and communal heat

Planned inv. in district heat
in bn € by 2030¹⁾



Example: Planned district heat line Hamburg

Planned market share district heat
in % by 2030²⁾



Key drivers



40 % reduction of CO₂ emissions related to building sector to be achieved by 2030 compared to 2018



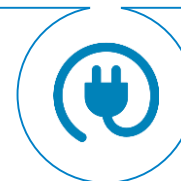
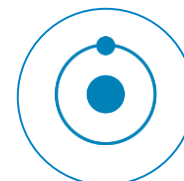
Utilization of waste industrial heat can save up to 37 million tons of CO₂ and up to 5 bn € of energy costs p.a.



33 billion € total investment required to realise the potential and achieve goal set by the German government

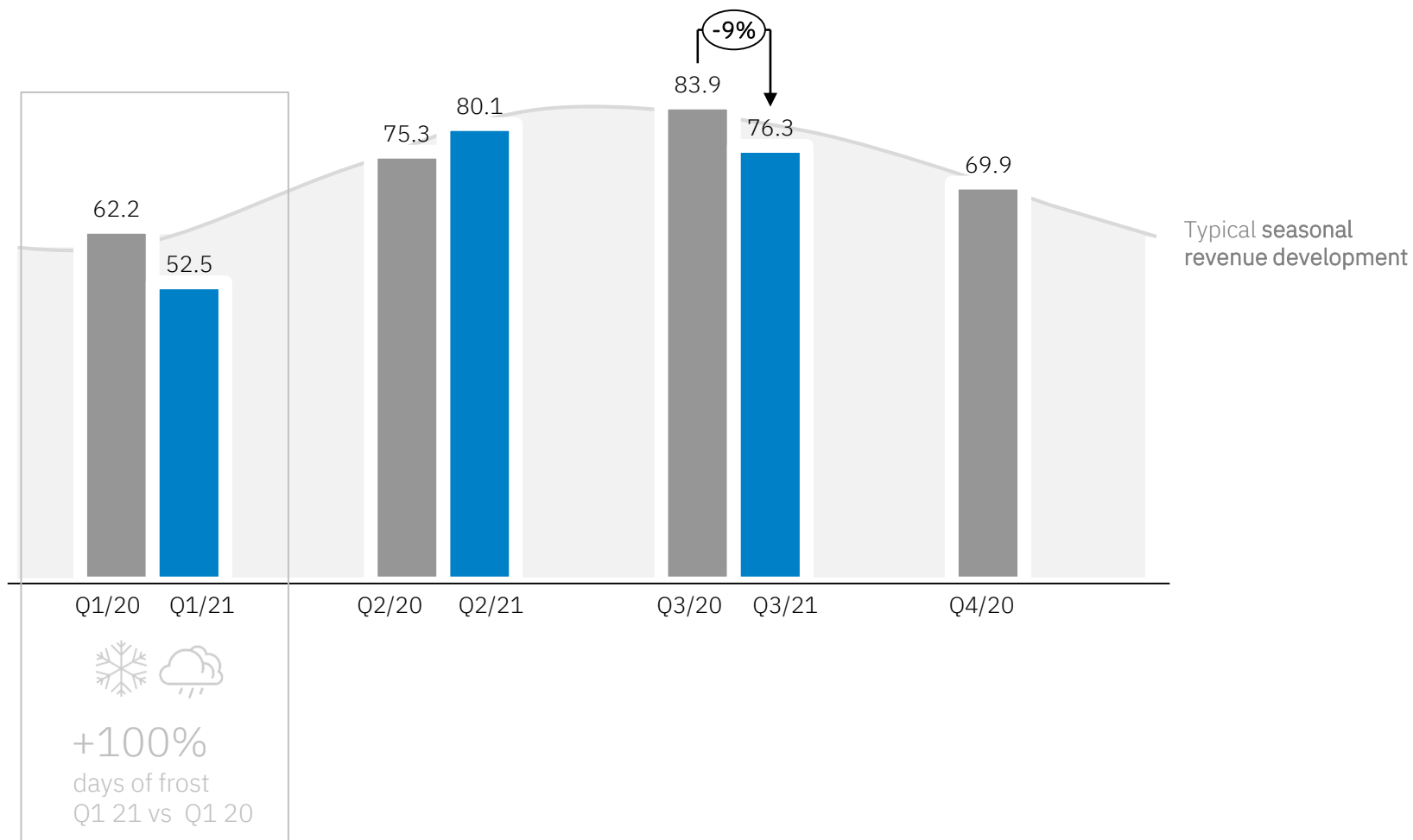
1) European Hydrogen Backbone Report, 2021
2) Perspektive der Fernwärme Gutachten, 2020

Financial performance



Q3 2021 saw slight revenue decrease vs. particularly strong Q3 in the previous year

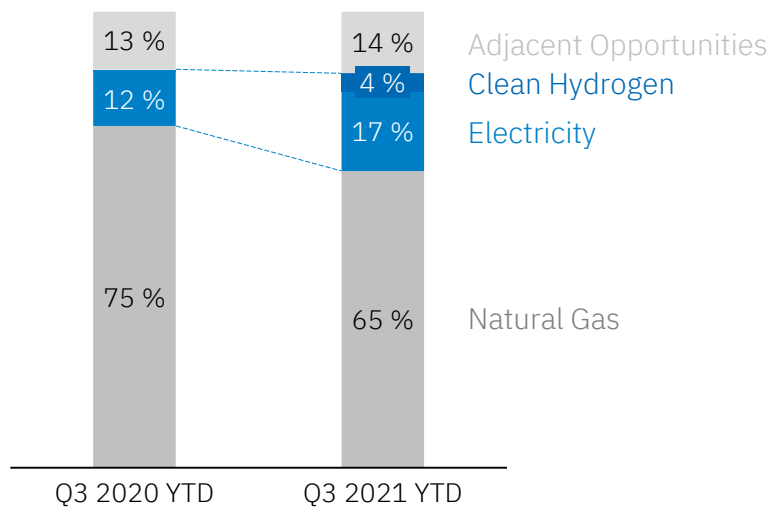
Revenue
in €m¹



1) Revenues represent revenues as reported adjusted for the revenue contributions from offshore operations conducted by Bohlen & Doyen which were discontinued following the acquisition
Source: Weather Online

The share of the growth segments Electricity and Clean Hydrogen continues to increase

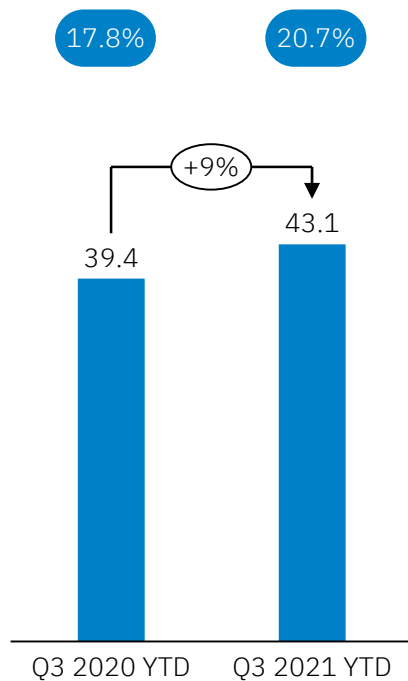
Revenues by segment
in %



VORWERK maintains its superior profitability based on unique market positioning

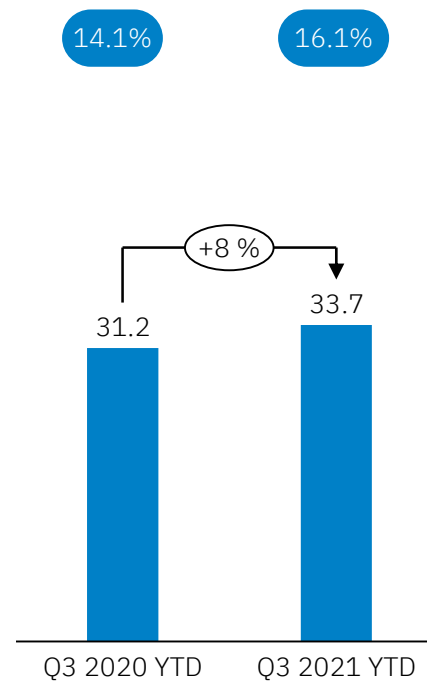
EBITDA (adj.¹)

in €m, bubbles show EBITDA margin



EBIT (adj.¹)

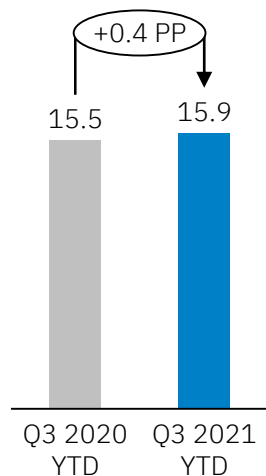
in €m, bubbles show EBIT margin



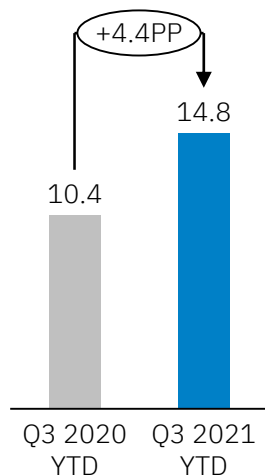
1) Adjustments primarily refer to IPO-related costs

Substantial margin uplifts could be realized across all segments

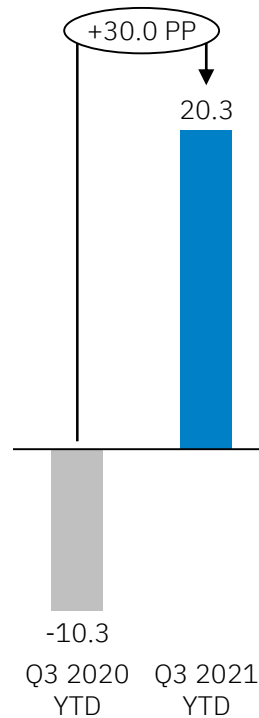
EBIT margin per segment
in %



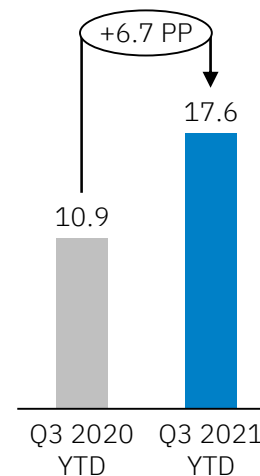
Natural Gas



Electricity



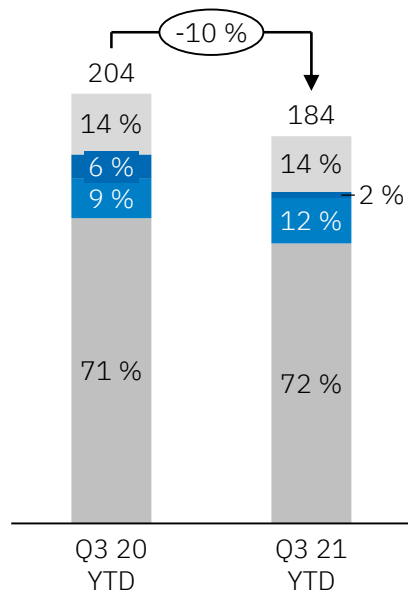
Clean Hydrogen



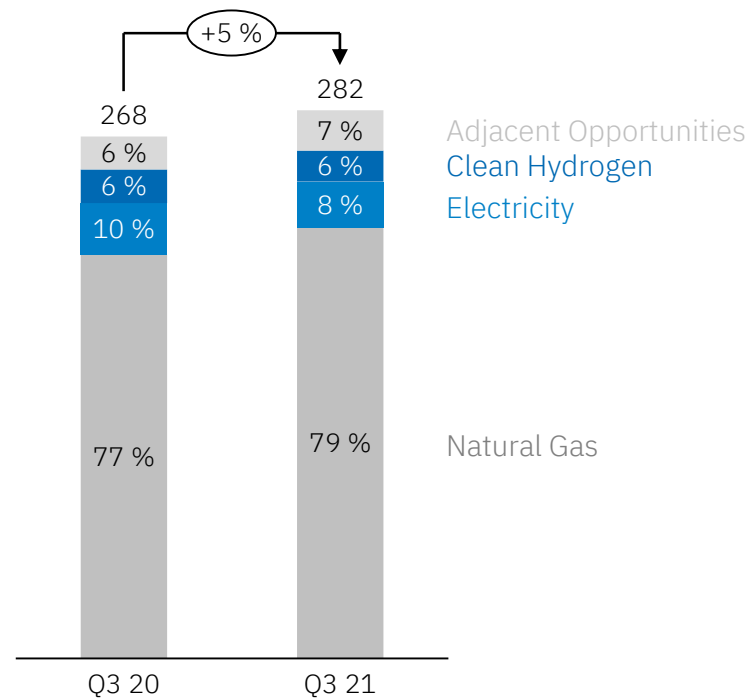
Adjacent Opportunities

Positive outlook based on strong order backlog

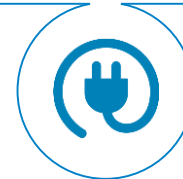
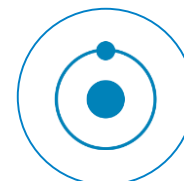
Order intake
in €m



Order backlog
in €m



Business update



Newly acquired 50+ €m energy transformation project and a promising project pipeline

New project in Q3: Legden gas compressor station awarded in September 2021, included in order backlog

Project start
Nov 21







Project volume
>50 €m

Project duration
3 years

Customer
OGE

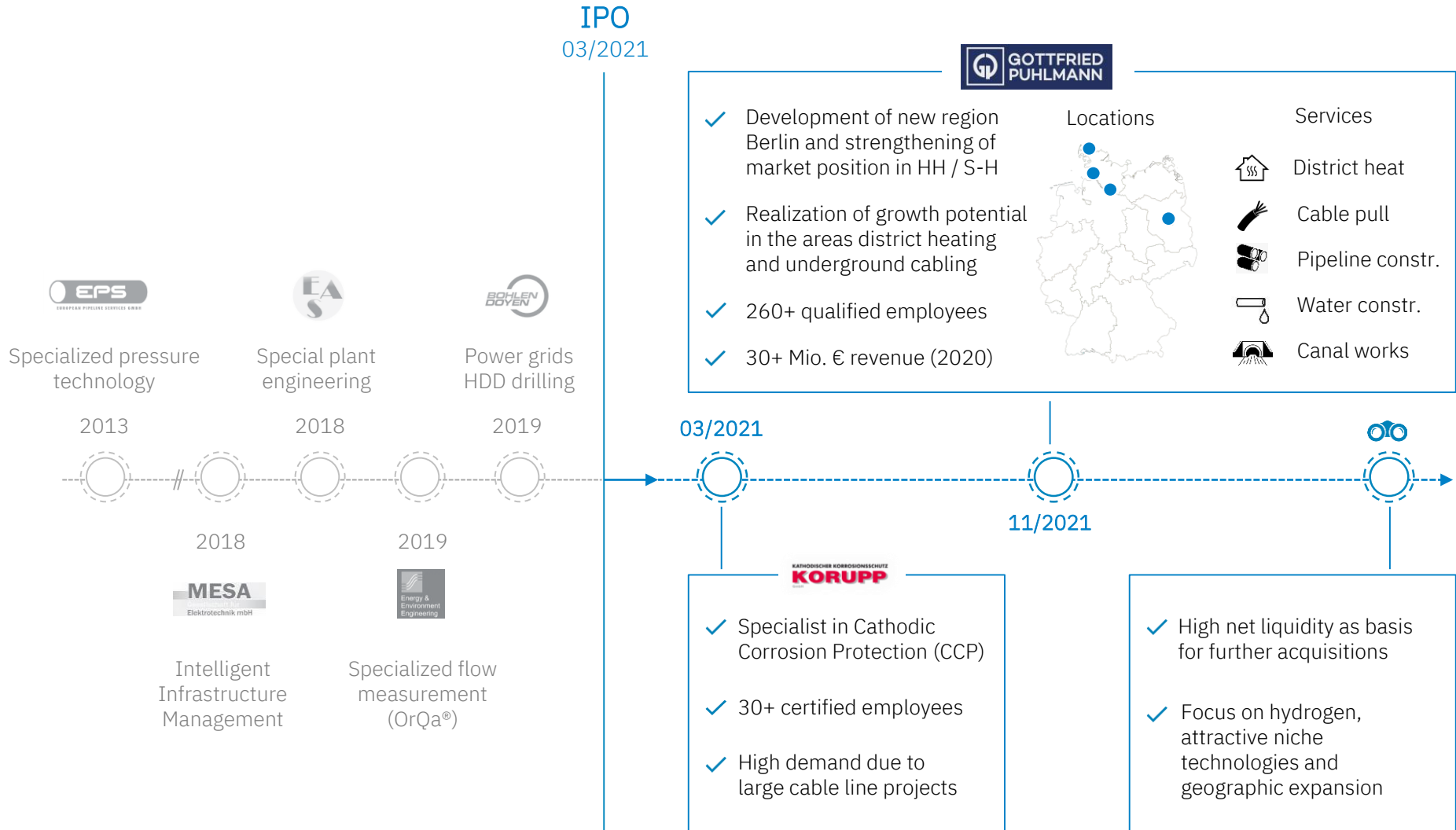
Essential part of ZEELINK project to ensure a secure transition from low to high calorific gas

Project pipeline in 2021 project and total estimated total project volume¹

- 
Long distance district heat pipeline in Northern Germany
>€250m
 - 
District heat pipeline in Northern Germany
>€60m
 - 
Cable pull for major electricity HVDC highway
~€120m
 - 
Cable laying for major AC electricity highway
€30m
 - 
Rerouting of various crude oil and product pipelines for large industrial client in Northern Germany
>€15m
 - 
Electrolyser project in East Germany
>€10m
- + many more smaller projects

¹) Contract values based on current estimates and may change during the tender process, not yet included in order backlog

VORWERK continues M&A success with the acquisition of Gottfried Puhlmann



VORWERK's acquisition of Puhlmann offers many strategic advantages



Market positioning

Further strengthening of VORWERK positioning in growth markets electricity and district heat

Strengthening of geographic presence in VORWERK core market Northern Germany

Access to attractive metropolitan region Berlin/ Brandenburg

Broad set of long-term customers served by Puhlmann Group

Attractive long-term framework agreements as basis for future growth with major clients

Potential to further grow VORWERK business by building on Puhlmann relationships



Long-term customer relationships



Employee capacity



Capacity increasingly critical to meet rapidly growing demand for larger-scale projects

260+ qualified employees with broad set of approvals and certifications

Strategic capacity expansion in a market characterized by skills shortage

More efficient project execution through best-practice sharing and harmonization of IT

Improved procurement processes and supplier management

Substantial efficiency synergies and professionalization through provision of central services by VORWERK

Synergy and productivity potentials



Key Investment Highlights



Climate change commands **billions in infrastructure investments** in VORWERK core end markets gas, electricity and hydrogen



50+ years of technology leadership in design, realization and operation of system critical energy infrastructure



Key player in ramping up the European hydrogen infrastructure thanks to a unique combination of know-how and decade-long customer relations



Double-digit revenue growth with a stable **>16% EBIT margin** as an ideal starting point for **exponential growth potential** ahead



Owner-managed business with an **ambitious strategy** to further accelerate profitable growth

Disclaimer

By accessing this document you agree to abide by the limitations set out hereafter. The information contained in this document relating to Friedrich Vorwerk Group SE ("Friedrich Vorwerk" or the "Company") may not be redistributed, reproduced, published, or passed on to any other person and must not be relied upon for any purpose as it is given without any guarantee .

This document is being presented solely for informational purposes and should not be treated as giving investment advice. It is not and is not intended to be a prospectus. It is not and should not be construed as an offer to sell or the solicitation of an offer to buy any securities and should not be used as the basis of an evaluation of the Company and investors should not subscribe for or purchase any shares or other securities in the Company on the basis of or in reliance on the information in this document.

If the information in this document expresses forecasts, estimates, opinions or expectations, or forward-looking statements are made, these statements can be related to known and unknown risks and uncertainties. Therefore, the actual results and developments can differ greatly from the expectations and assumptions expressed here. No one undertakes to publicly update or revise any such forward-looking statement in light of developments which differ from those anticipated.

As far as information is contained in this document that is based on statements by third parties, we advise you that no representation or warranty, express or implied, is made as to and no reliance should be placed on the fairness, accuracy, completeness or correctness of this information or any other information or opinions contained herein for any purpose whatsoever.

Neither the Company nor any of their respective officers, employees or affiliates nor any other person shall assume or accept any responsibility, obligation or liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this document or the statements contained herein. In providing this document, neither Friedrich Vorwerk nor its respective agents undertake any obligation to provide the recipient with access to any additional information or to update this document or any information or to correct any inaccuracies in any such information.

As far as measures are being used in this document which are not measurements of financial performance defined under IFRS, these should neither be viewed in isolation nor considered as an alternative of the Company's financial position, results of operations or liquidity as presented in accordance with IFRS in its Consolidated Financial Statements. Other companies that report or describe similarly titled financial measures may calculate them differently.

Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided. Percentages may not precisely reflect the absolute figures and percentages may not precisely add up to 100%.

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

Friedrich Vorwerk Group SE
Niedersachsenstraße 19-21
D-21255 Tostedt
web: www.friedrich-vorwerk.de
Tel: +49-4182-29470
Fax: +49-4182-6155
E-mail: tostedt@friedrich-vorwerk.de



Driving the clean energy transition