Deutsche Beteiligungs AG

Speech by **Tom Alzin**, Spokesman of the Board of Management
of Deutsche Beteiligungs AG, Frankfurt/Main,

at the Annual General Meeting on 2 June 2026

Check against delivery.

Dear Shareholders,

Shareholders' Representatives,

Ladies and Gentlemen,

On behalf of the entire Board of Management, I would like to welcome you to the Annual General Meeting of Deutsche Beteiligungs AG.

I am delighted that you have all been able to join us here in Frankfurt today. Before we turn to the agenda, let me just say one thing. DBAG has had an eventful year: we have invested, we have successfully sold companies, and we have consistently optimised our portfolio – no mean feat, especially in this uncertain market. Today, I will show you how we fared in this exercise.

As you know, my esteemed colleague Jannick Hunecke and I make up the Board of Management. Let me just say a few words about the composition of the Board of Management: the Supervisory Board has extended the Board of Management contracts of Jannick Hunecke and myself until the end of February 2031, ensuring continuity in the Company’s management.

Today I will start by looking at developments in the financial year 2025 and the first quarter of 2026. After this, I will discuss distributions and share buybacks, outline our activities, take a detailed look at the performance of the DBAG shares and finish by talking about the outlook for the rest of the year.

DBAG offers equity and debt capital solutions for mid-market companies. On the equity side, these include small-cap majority shareholdings via DBAG ECF, mid-cap buyouts through DBAG Fund VIII and Long-Term Investments from DBAG's own balance sheet. This is complemented by our private debt platform ELF Capital. This broad range of capital solutions is of vital strategic importance as it expands our room to manoeuvre, thereby increasing our relevance for entrepreneurs and management teams alike. This holistic range of financing options makes DBAG *the* financing partner for SMEs.

Before moving on to results, I would like to extend a special thanks to our excellent team. It is they who are driving DBAG forward in our day-to-day business and continuing to optimise our portfolio. And are doing so in an environment that has not become any easier.

Their hard work and commitment are an essential foundation for DBAG's continued development and performance. So we would like to take this opportunity to express our heartfelt thanks to our team for the great work they are doing.

Let's first turn to the key performance indicators for the financial year 2025. Net asset value per share stood at 36.37 euros as at 31 December 2025, equivalent to 639.7 million euros. EBITA from Fund Investment Services reached 14.3 million euros, while net income was 24.7 million euros.

We have significantly expanded our portfolio through attractive investments, as can be seen in detail from this chart. Portfolio value as at 31 December 2024 stood at 604.7 million euros. During the financial year under review, we structured add-on acquisitions in excess of 160 million euros across all investment strategies. Disposals totalled 36 million euros and changes in value amounted to 55 million euros. All told, these developments resulted in a gross portfolio value of 789 million euros as at 31 December 2025. Please bear in mind that these figures do not take into account the duagon exit, which was agreed at the end of 2025 but not closed until January 2026.

Gross gains and losses on the portfolio are influenced by various factors, including the operational development of our portfolio companies, changes in debt, multiple effects and other factors impacting valuation. Please refer to the chart for individual contributions. It is important to see how these factors interact with each other because they show that individual quarters – or even years – never show the whole picture. Private equity is a long-term business – and that is exactly how our results need to be interpreted. Let’s now turn to the part of our business that covers our operating costs: Fund Investment Services. This segment generated EBITA of 14.3 million euros during the financial year under review, in line with expectations and cyclical developments of private equity funds.

It should also be noted that the income from the increase of the DBAG Solvares Continuation Fund in 2025 has not yet been taken into account. This income will not be reflected until the current fiscal year.

How did we start the current financial year? As with the economy as a whole, the development of our net asset value is driven by the energy crisis.

Net asset value per share was 35.29 euros as at 31 March 2026, down from 36.37 euros at the end of December 2025. Net asset value totalled 613.3 million euros, compared with 639.7 million euros as at 31 December 2025. Net income was minus 20.5 million euros in the first quarter.

This was mainly due to lower capital market multiples which we use for valuing our portfolio companies. These multiples themselves are driven by geopolitical and macroeconomic factors and by the sentiment on the capital markets. Multiples already showed a marked recovery in April. EBITA from Fund Investment Services developed as planned and amounted to 3.1 million euros, compared with 3.8 million euros in the previous year. In the first quarter, we sold Kraft & Bauer and agreed to invest in the Hipp Technology Group. Available liquidity amounted to 152.4 million euros at the end of March, compared with 103.1 million euros at the end of 2025. This was mainly due to cash inflows from the completion of the duagon and Kraft & Bauer divestments.

Overall, there was a very high level of activity, with our team structuring four purchases and three sales over the past nine months.

This brings me to a key aspect for you as shareholders: your participation in our performance.

The Board of Management and the Supervisory Board are proposing a stable dividend of 1.00 euro per share for the financial year 2025 to the Annual General Meeting.

This is the first pillar of our distribution policy, share buybacks being the second. In total, we paid out cash dividends of 22.3 million euros in the financial year 2025, plus share buybacks totalling 14.2 million euros. Based on the number of shares outstanding, this translates into a total return of 2.07 euros per share. We have extended our ongoing share buyback programme up until 31 July 2026, with the aim of achieving the planned total volume of up to 20 million euros. This is a good moment to touch upon a topic that I will be going into in more detail later on: our shares are being traded at a significant discount compared to net asset value. As long as this is the case, every share buyback is an immediate value-enhancing transaction for our remaining shareholders because we buy back shares below the net asset value per share. What is more: unlike dividends, which are subject to investment income tax, share buybacks generate a tax-neutral value appreciation that might be taxable at a much later stage, if at all. This turns share buybacks into levers that always work for you as shareholders.

I will go into more detail later on.

I would now like to turn to the transactions you can see on the slide and will discuss a few of them in greater depth.

In the financial year 2025, we acquired a majority stake in MAIT via DBAG Fund VIII. MAIT is a leading mid-market IT consultancy house in the DACH region (i.e. Germany, Austria and Switzerland), with around 900 employees, 25 locations and long-standing business relationships – over 60 per cent of its customers have been with MAIT for over a decade. The company is further characterised by a proven buy-and-build platform that we are establishing together with the management team. According to our analyses, MAIT's market is growing by an annual rate of between nine and twelve per cent. The main drivers include cost pressure, regulatory requirements, shorter development cycles and the fact that many mid-market companies are transitioning to data-driven and AI-based processes.

Another important transaction was agreed in October 2025, when we – together with the DBAG Solvares Continuation Fund, DBAG Fund VIII and FAPI – acquired Totalmobile, a British provider of field service management software. The transaction has given rise to an integrated platform for vertical solutions along the entire field service management value creation chain and is another step in the consistent consolidation strategy that we are implementing in a fragmented European market. In March 2026, we acquired a stake in the Hipp Technology Group via DBAG Fund VIII. Hipp is a leading development and manufacturing partner in the field of medical technology – including orthopaedic implants, robotics systems and dental applications – and is also an expert in high-precision sectors such as aviation and aerospace.

We originated the Hipp transaction via our own network; it was concluded outside a structured sales process. Klaus Bauer, founder of our former portfolio company Kraft & Bauer, who greatly valued his working relationship with DBAG, put us in touch with Hipp founder Markus Hipp. This again demonstrates just how valuable our proprietary access to attractive transactions is for all of us.

The key transaction on the exit front was duagon, a Swiss company that provides solutions for safety-critical applications, with a focus on the railway industry, which was acquired by DBAG Fund VII in 2017 in a succession situation. Following three strategic add-on acquisitions over the course of the holding period, duagon has grown and, with our help, successfully navigated the semiconductor shortage between 2020 and 2023.

In addition, duagon generated an average EBITDA growth rate of over 30 per cent per annum during the investment phase. We agreed on the sale to Knorr-Bremse AG in September 2025 and completed the transaction in January 2026.

The result was a capital market multiple of more than 2.7 on the original investment. This transaction marks the fourth exit from DBAG Fund VII, once again underlining our ability to maintain an attractive portfolio for strategic buyers. The disposal of Kraft & Bauer – which had been part of our portfolio since 2018 – to the Grohe family office was agreed and concluded in March 2026. The management team carried out operational value creation measures during the holding period, systematically expanded the service business and strengthened the company's international footprint, for example by acquiring competitor Batec. Kraft & Bauer is a prime example of how we find highly specialised champions in niche markets, develop these companies and pass them on to new owners at just the right moment.

Let us now turn to the market environment.

Geopolitical tensions have increased and changes in the global trade policy are having an influence on the capital markets. These factors are shaping the current environment. Our portfolio is specifically set up to be resilient in the face of difficult market phases. Nearly all our portfolio companies are based in the European Union and focus their business activities here – Europe accounts for 86 per cent of revenues and North America for around 6 per cent. This being the case, US tariffs or other trade barriers do not seem to have any substantial impact on the business performance of our portfolio companies at present.

Only one portfolio company currently generates a significant share of its revenue in the United States. However, this company is the only relevant supplier that produces its goods in the US, which is why it is possible to pass on potential additional costs from tariffs to customers. This means that we do not foresee any significant changes to this company’s market position. Another factor is the recent structural realignment of our portfolio towards sectors that are less cyclical and less dependent on exports. The current market situation could also make strategic buyers more willing to add to their expertise, products and services via acquisitions. That is a relevant factor for our exit plans.

The most recent FINANCE survey shows how DBAG is positioned in this market environment.

For over a decade, we have retained our status as the most active German mid-market investor in the segment of management buyouts that have an enterprise value of between 50 and 250 million euros.

However, DBAG scores highly on both a quantitative and a qualitative level. More than 85 per cent of our MBO transactions in this size segment relate to family-owned and founder-led companies, while the market average is a significantly lower 56 per cent. This special access to the mid-market is a core component of our value creation and a competitive edge that is hard to replicate. Given its dominating market position, some of DBAG's key performance indicators can be seen as a kind of mid-market barometer. But it is not all good news – some of our performance indicators are inevitably and disproportionally tied in with the macroeconomic situation. In other words: if the mid-market is in good shape, then so is DBAG. And, of course, this works both ways.

Ladies and Gentlemen,

our share price performance is something that we all keep a close eye on at all times. The shares are currently being traded at a discount of around 29 per cent compared to reported net asset value – a gap which, in our opinion, is not justified. As members of the Board of Management, we firmly believe in the value of our portfolio and the reported net asset value. This is not pure speculation, as evidenced by the exits – including the duagon disposal – that achieved sales prices that exceeded the most recent reported carrying amounts. In other words: our transactions show that the value we report to you via the net asset value is realistic and, in many cases, is even on the conservative side. It is important to note in this context that the share buybacks have no effect on our income statement, which means that we do not interpolate our income figure.

At the same time, this gap is the reason why our share buybacks are beneficial for you, our shareholders. To put it in terms of figures: we buy shares below the net asset value per share. This effect benefits our long-term shareholders directly.

Here, you can see that a discount to the carrying amount is nothing unusual in the segment of listed private equity companies. In fact, the discount has been at historically high levels for three years now – this can be seen from our peer group's share price performance, as displayed on the updated chart. But what is remarkable is the performance of our share price within this peer group.

Let me be a bit more specific here: since the beginning of 2025, the discount of net asset value per share to the share price has decreased by around 2 per cent. Our peer group lost around 8 per cent over the same period. Now that is a significant difference – and it did not happen by chance, but can be attributed to our consistent share buybacks.

Our share buybacks sharpen value while also allowing us to outperform our peer group and even to achieve a valuation premium against our competitors.

In this context, I would like to reiterate that, looking at our asset value that is defined by the value of our portfolio, we do not consider the current share price to be justified. We believe that our share buybacks provide the strongest leverage to keep the current discount as low as possible. As you can see from the narrowing discount, we are making good progress here.

At this point, let me take a step back and assess the environment in which we are currently operating.

But first, a word on the terminology we use in this context: “liquidity events” denote the return of capital to our fund investors. These result from realised disposals or other capital returns from the portfolio.

As you can see from the current chart, global liquidity events – relative to the industry’s assets under management – are currently at a historic low. For the entire private equity sector world-wide, this indicator has only recovered marginally since the financial crisis of 2008.

Here you can see the most recent development, which is about 15 per cent at its lowest point. And now let’s take a look at how DBAG is performing in this respect.

The light-coloured bar depicts DBAG's performance relative to the market. As you can see, we have consistently managed to outperform the competition since 2022.

Specifically, we carried out our most recent exits in an environment where liquidity is in short supply. So why is this not reflected in the share price of listed private equity companies? That's a fair question. The most obvious answer that comes to mind is that private equity has sold relatively few companies in recent years.

Capital markets have been pricing in this development with excessive discounts. Given that DBAG has had more liquidity events than competitors and considering our portfolio's net asset value, we feel that the discount of our share price is not justified either. Even though we are very proud of our team's performance, we are always looking ahead: developments on the horizon look very promising – especially our pipeline for further exits. This means that, rather than waiting for the right opportunities to arise, we create them for ourselves – for example, by developing our portfolio companies in such a way that they attract strategic buyers. One reason why this works so well is because DBAG is constantly evolving as a company.

We not only adapt to market requirements but actually help to shape them. Let me take a look at how we have performed in this respect.

This chart outlines a development that is key to understanding our business. Demands on successful private equity firms have increased significantly over time. While a combination of good deal sourcing with a smart financing structure was sufficient to make a private equity company stand out in the 1980s and 1990s, it is par for the course nowadays. What has been added to the mix is a differentiated investment thesis, a structured value creation plan, professionalised exit management and strategy-driven personnel development. Technology-driven and AI-supported infrastructure are a must as well. Our company has grown during this time: Including our team. Our structure. And our corporate culture. And we continue to grow to meet the ever-increasing demands. That is precisely why we consistently invest in the infrastructure that meets these requirements: in our team, in AI-driven deal sourcing tools, and in our strategies. Our Company continues to evolve while demands are growing. As the FINANCE survey has shown, these high standards even benefit us, as one of the most established market participants.

After all, we set the right course early on, anticipating changes in the market and quickly adapting to our advantage.

This chart shows you the share of our portfolio companies with longer holding periods, and measured in terms of their share in the value contribution to the overall portfolio. The share of these companies has declined steadily over the past few years. In other words: DBAG’s portfolio is young and the vast majority of our investments are in the active value creation phase. This is also one of the reasons why we can look ahead to the future with confidence. This optimism is driven by two other factors as well: firstly by the promising pipeline of planned exits, as mentioned above, and secondly by the high proportion of portfolio companies in structural growth sectors.

Let’s take a look at the crucial factor for our business: this chart shows the performance of our two flagship funds: DBAG Fund VII and DBAG Fund VIII. As you can see, both funds have been performing very well for several years, with rising performance and successful disposals. Fundamental value creation takes place with each and every disposal.

But what you also see is that DBAG's share price performance overshadows the consistently positive development of our funds, which is not adequately priced by the markets at present. It is this very message that I would like to share with you today: what is decisive for you as shareholders is that the intrinsic value of your shares should be determined by the performance of our funds, the net asset value of our investments, and by the proceeds of past and future disposals. This is not reflected by the current level of the share price: this is the difference between net asset value and share price that I referred to at the outset. At the same time, this is an opportunity for our share buybacks, for our long-term shareholders and for anyone who buys or holds at that price level today.

Our two flagship funds are back on the path to growth and this is a crucial factor since these funds provide the basis for earnings from Fund Investment Services. These earnings are the economic foundation for building and developing the skills, infrastructure and processes we need to embark upon the next growth step. This means that the earnings not only secure our competitiveness today but also ensure that we will be able to continue developing further in the years to come.

This brings me back to the outlook. We affirm our forecast for the financial year 2026: we expect EBITA from Fund Investment Services to be between 5 and 9 million euros. Net asset value per share is likely to be in a range of between 36 and 40 euros. We expect a range of between 41 and 48 euros for 2028. As a rule, we try to be conservative with our forecasts. One reason for this is that our portfolio includes investments facing structural market challenges – even though they only account for a relatively small share of our total investments. This includes mageba, a company that we sold at a price that was reasonable given the current market situation.

Our strategic focus for 2026 is on preparing and executing further exits. Just over half of our portfolio value is attributable to investments that we have held for five years or more, and where we have implemented material value-creation measures.

With each exit, we mobilise capital for the next value creation cycle.

At the same time, we are entering into new platform investments with a clear growth profile in order to continue participating in the attractive opportunities available in the market.

Dear shareholders,

We have more than 60 years of experience and more than 400 investments under our belt. But it is not the past that propels DBAG forward: it is our commitment to making every chapter of our success story better than the last. I would like to take this opportunity to thank you for your continued trust, your patience and your support. We look forward to hearing your questions.