INDUS

9M/Q3 2026
Results Presentation

Bergisch Gladbach, 12 November 2026



Agenda

INDUS

01 Business and Financial Performance 9M/Q3 2026

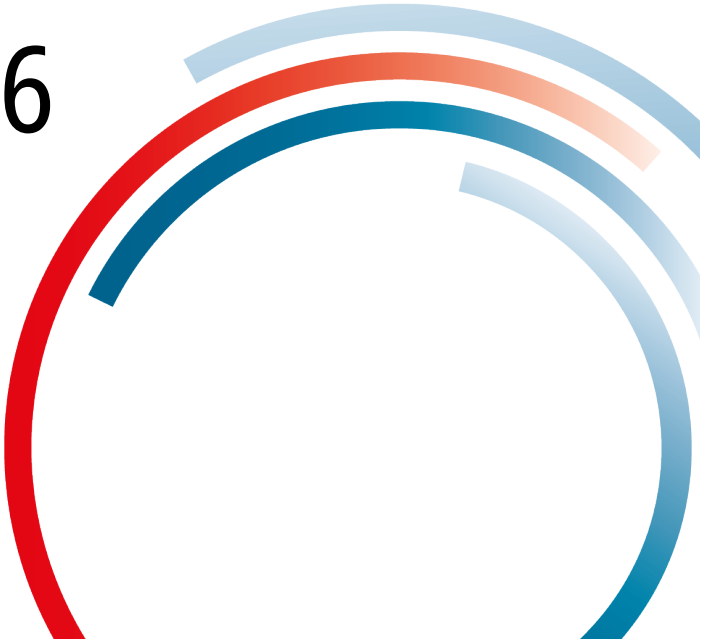
02 Outlook and Guidance

03 Update EMPOWERING MITTELSTAND

04 Appendix

01

Business and Financial Performance 9M/Q3 2026



German economic recovery continued, momentum slowed in Q3

Economic conditions Q3 2026



- German GDP increased by 0.2% quarter-on-quarter in Q3, following growth of 0.4% in Q1 and 0.3% in Q2
- Industrial activity remained subdued, with weak investment and low capacity utilization continuing to weigh on demand
- Machinery and equipment production remained below the prior-year level, while the order environment was mixed
- Construction activity continued to recover, supported particularly by civil engineering
- Materials-processing industries remained under pressure, while medical technology provided positive momentum

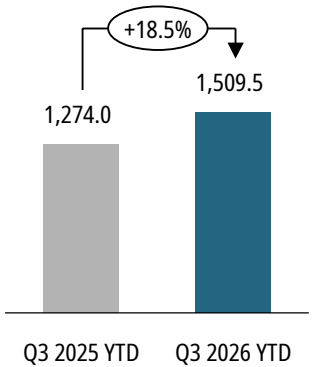
Source: German Federal Statistical Office (Destatis)

INDUS Group: Strong 9M performance

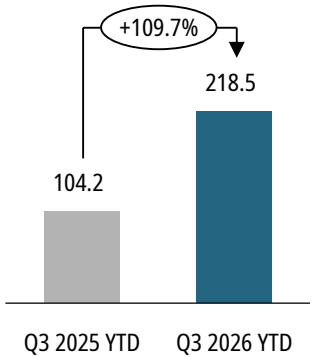
Overview of Group operating results

- Group revenue up 18.5%, adjusted EBITA more than doubled and margin reached 14.5%
- Materials Solutions was the key earnings driver, benefiting from the extraordinary tungsten carbide price development, while the broader portfolio also delivered revenue and earnings growth.

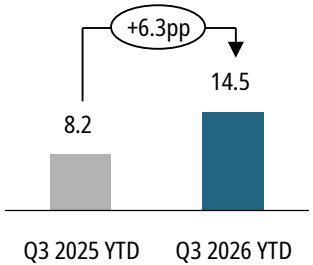
Revenue
EUR million



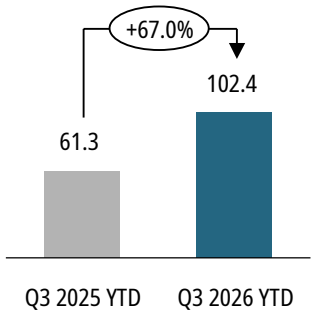
Adjusted EBITA
EUR million



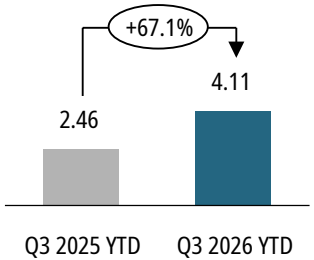
Adjusted EBITA margin
%



Earnings after taxes attributable to INDUS shareholders
EUR million



Earnings per share
EUR

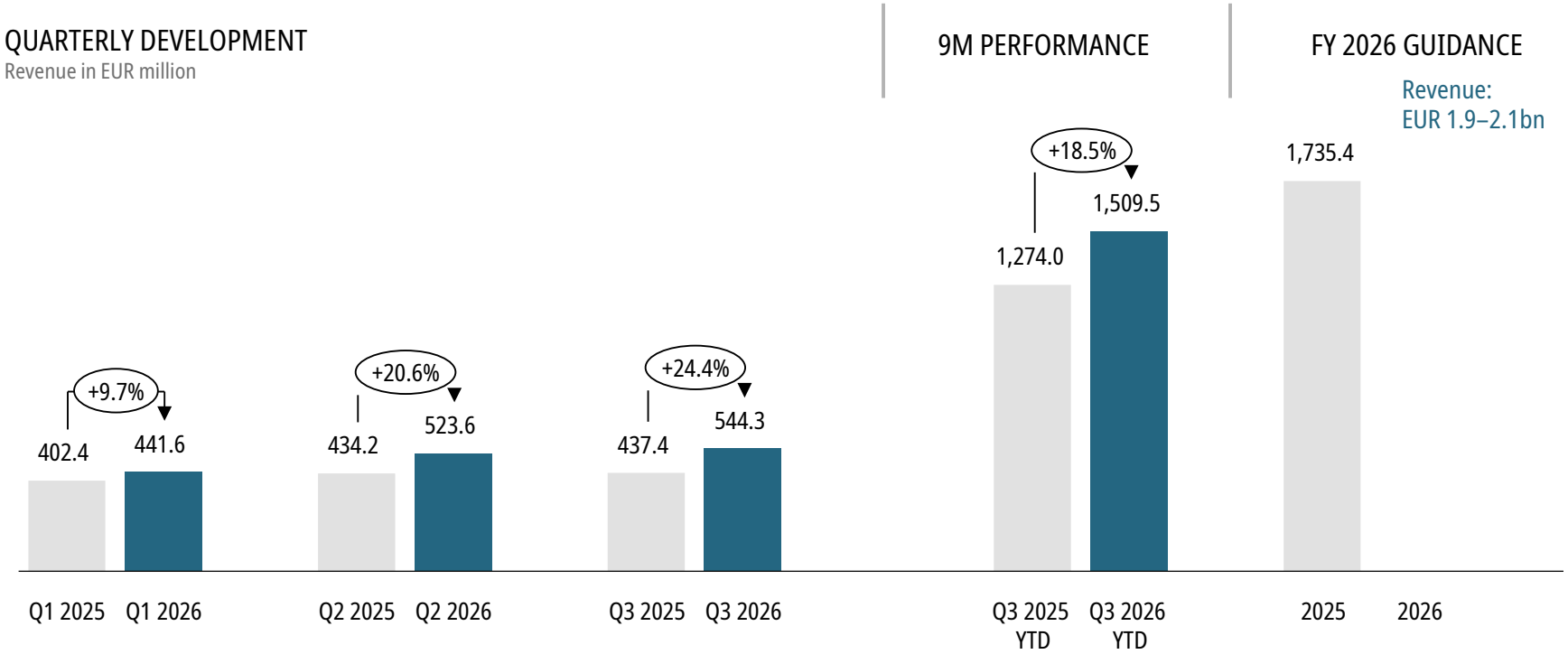


The financial information presented herein has not been audited or reviewed by the independent auditor. Adjusted EBITA as defined in the consolidated financial statements.

Group revenue growth accelerated throughout 2026

Growth mainly driven by extraordinary tungsten carbide price development

9M revenue increased by 18.5%, including 16.5% organic and 2.0% inorganic growth



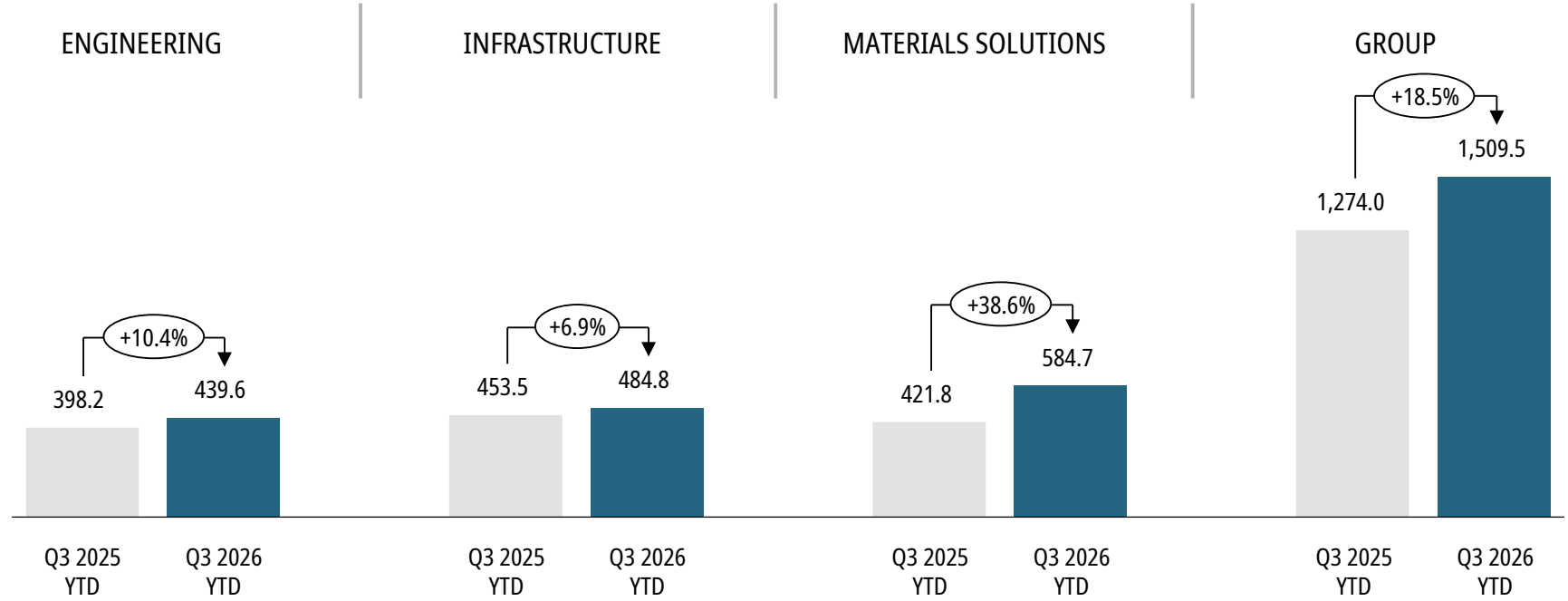
Revenue increased across all segments

... with Materials Solutions benefiting from extraordinary tungsten carbide pricing

Engineering and Infrastructure revenues driven by both organic growth and acquisitions

9M PERFORMANCE

Revenue in EUR million

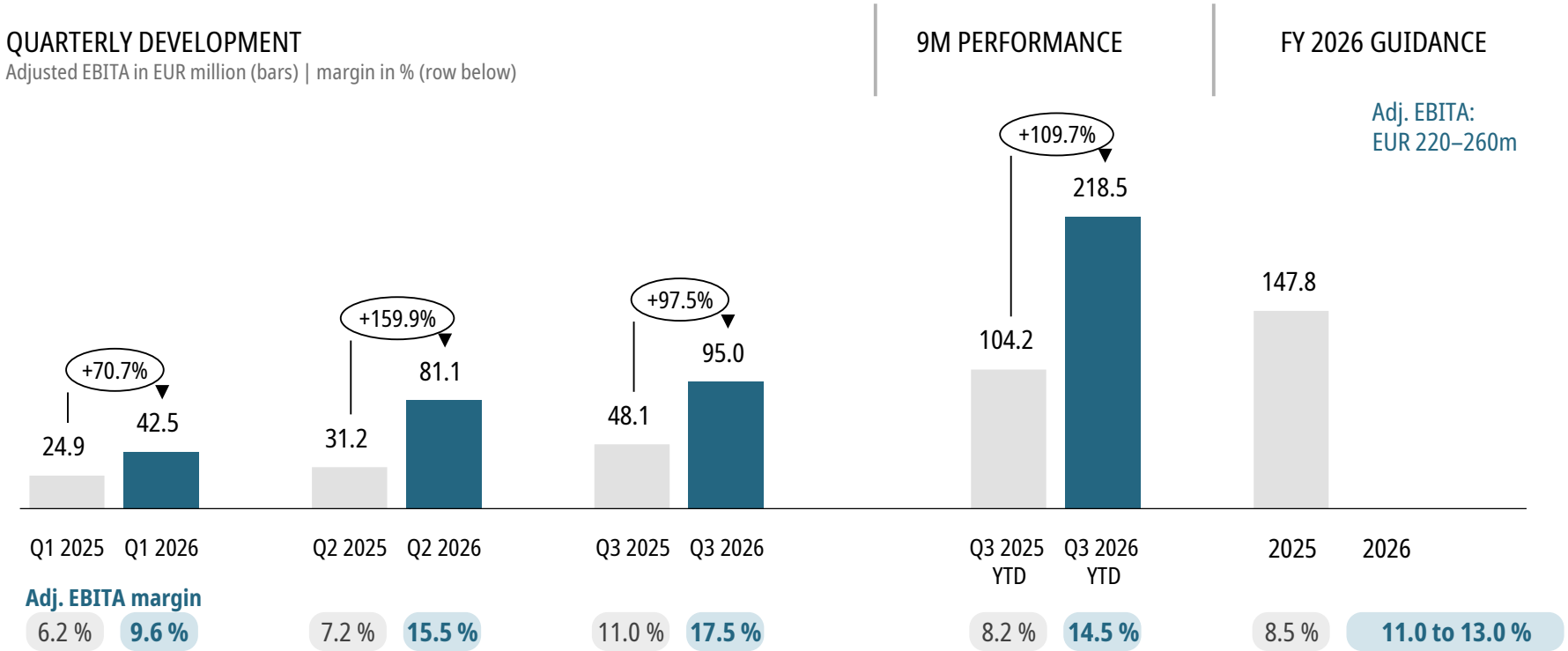


Sum of segments may differ from the Group total

Adjusted EBITA more than doubled

... with positive contributions from all segments

The extraordinary tungsten carbide price development was the main earnings driver



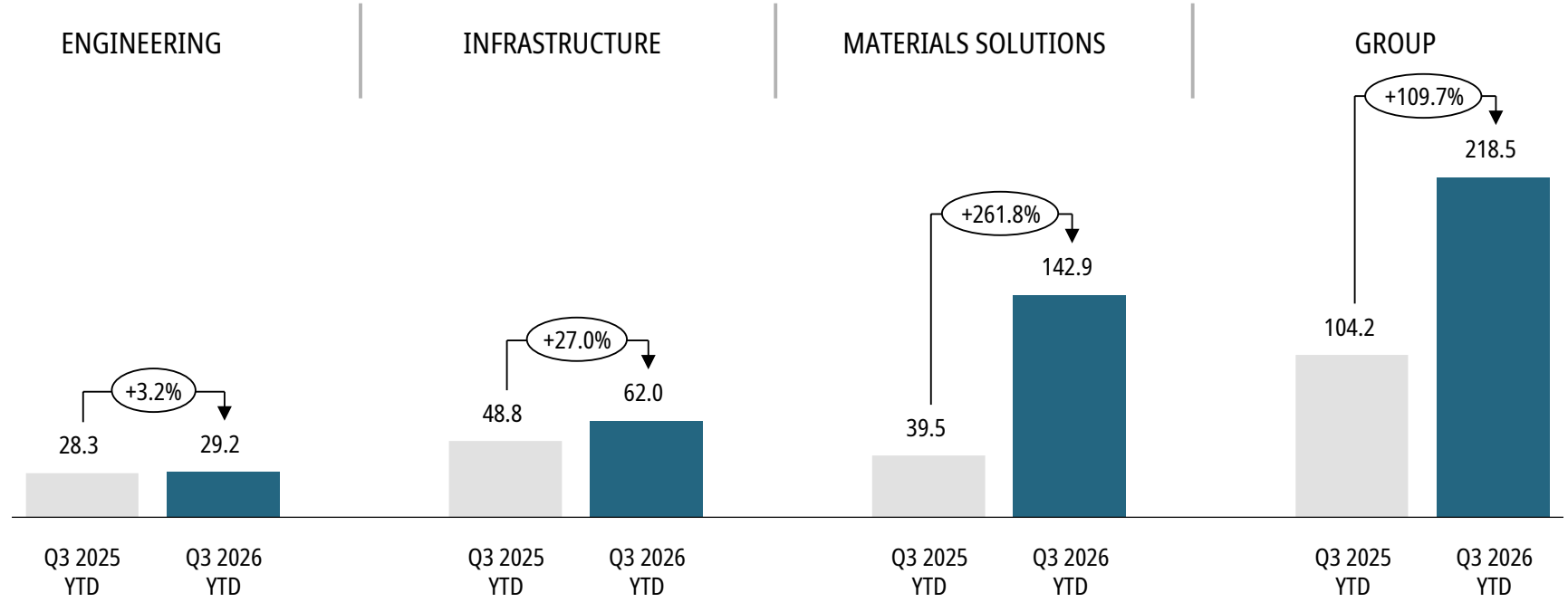
Adjusted EBITA more than doubled

... driven by extraordinary earnings in Materials Solutions

Infrastructure delivered strong earnings growth, while Engineering was slightly above the prior-year level

9M PERFORMANCE

Adj. EBITA in EUR million



Segment values do not add up to the Group total (reconciliation / holding).

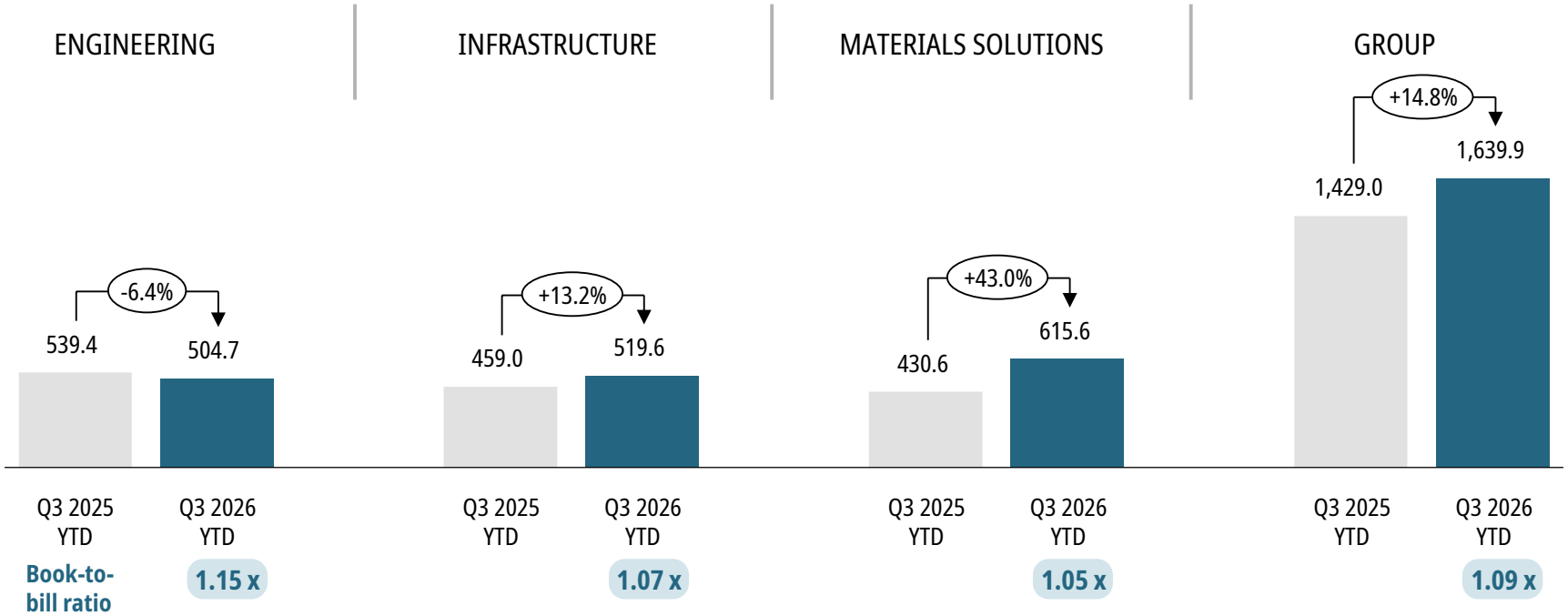
Robust order position

9M order intake up 14.8%, with book-to-bill above 1.0x in all segments

Materials Solutions order intake was significantly influenced by tungsten carbide-related price effects

9M PERFORMANCE

Order intake in EUR million / Book-to-bill-Ratio x



Segment values add up to the Group total.

Engineering

At a glance





























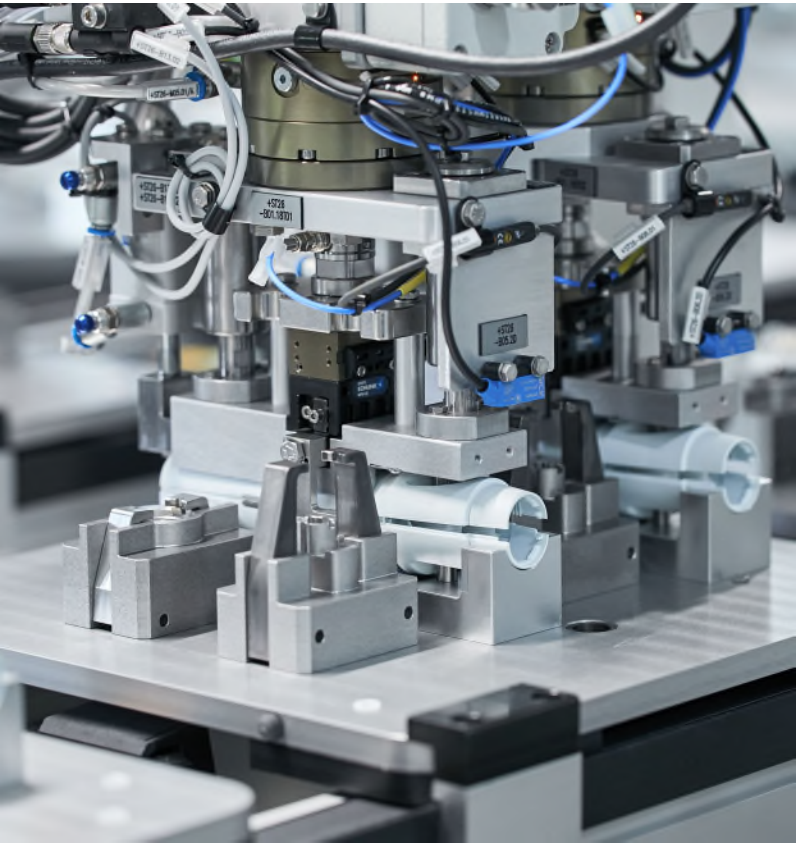




- Automation & Assembly Technology
- Conveyor Technology
- Flow Technology
- Machine & Equipment Technology
- Measuring, Surveillance & Media Technology
- Process Technology

German engineering sector remains subdued

Engineering industrial environment



- German engineering remained subdued
- Manufacturing output down 4.1% in the first seven months YoY
- Machine production rebounded 5.3% MoM in August after July weakness
- Capacity utilization edged up to 78.3% in Q3
- Orders up 4% YTD, supported by major contracts, but August orders fell 5% YoY
- Mixed trends by segment: weakness in robotics, agricultural and construction machinery; growth in conveyor, fluid technology and machine tools

Source: German Federal Statistical Office (Destatis), ifo Institute, VDMA

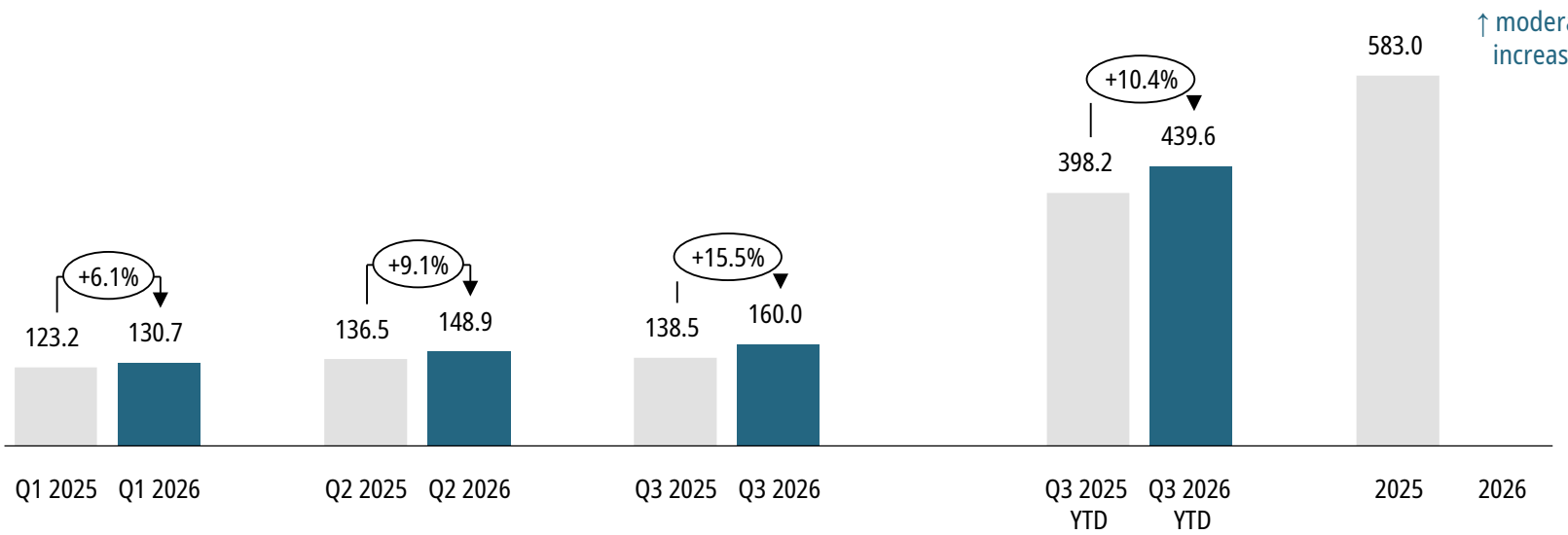
Accelerated revenue growth in Engineering

15.5% growth in Q3, supported by organic growth and acquisitions

Growth accelerated from +6.1% in Q1 to +15.5% in Q3

QUARTERLY DEVELOPMENT

Revenue in EUR million



9M PERFORMANCE

M&A +4.7% | Organic +5.7%

FY 2026 GUIDANCE

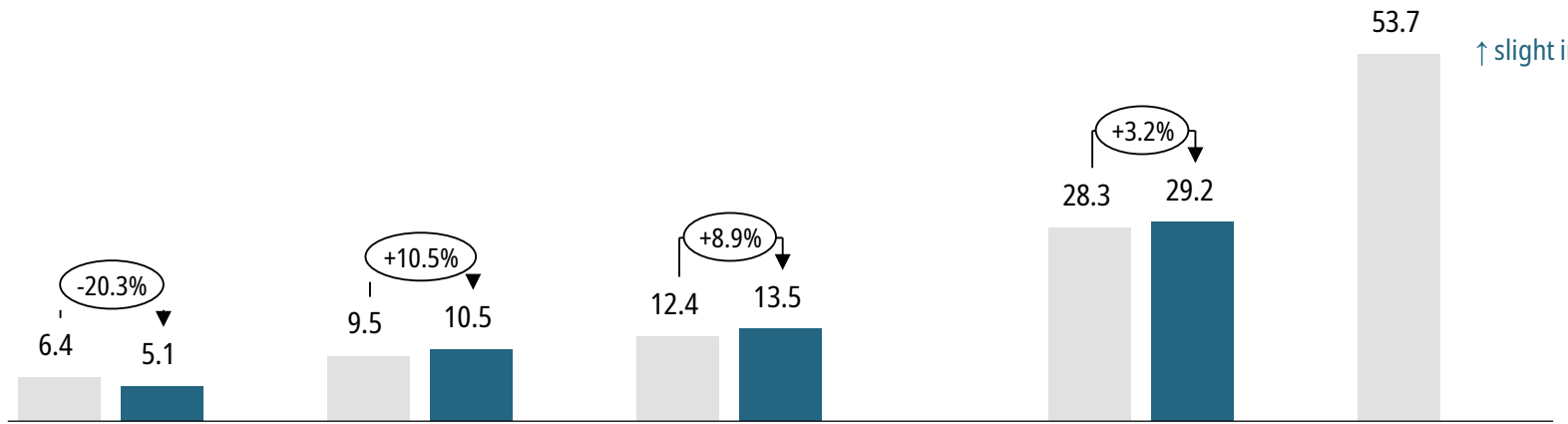
Engineering earnings – strong final quarter expected

Engineering earnings improved sequentially

9M adjusted EBITA slightly above prior year; margin improved to 8.4% in Q3

QUARTERLY DEVELOPMENT

Adjusted EBITA in EUR million (bars) | margin in % (row below)



9M PERFORMANCE

FY 2026 GUIDANCE*

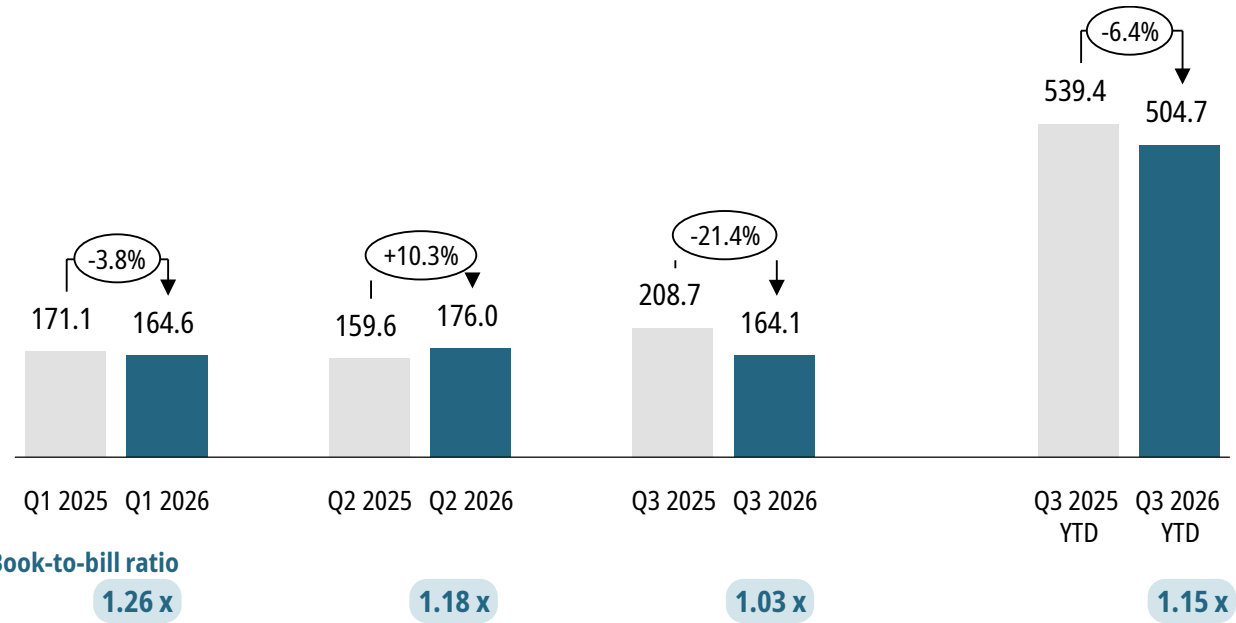
*previous segment guidance: adj. EBITA: moderate increase; adj. EBITA margin: 8.5 to 10.5%

Engineering: 9M book-to-bill ratio remains above 1.0x

Order intake below strong prior-year level

QUARTERLY DEVELOPMENT

Order intake in EUR million (bars) | book-to-bill in x (row below)



9M PERFORMANCE

Order intake remained below the exceptionally strong prior-year level, but the 9M book-to-bill ratio of 1.15x and the record order backlog of EUR 432.9m provide visibility for Q4.

Infrastructure

At a glance

























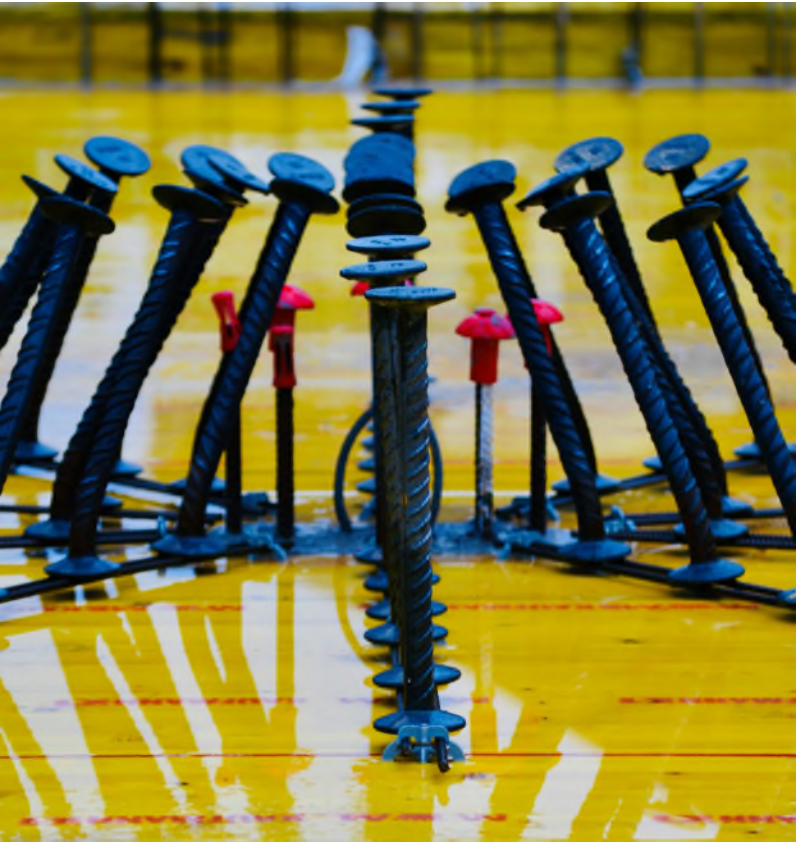




- Cable and Building Entries & Infrastructure
- Mobile HVAC Systems
- Civil Engineering & Concrete
- Building Components
- Air Conditioning & Ventilation Technology
- Construction Chemistry

Construction recovery continued, led by civil engineering

Infrastructure industrial environment



- Real revenue in the main construction sector increased by 0.9% in the first eight months of 2026
- Civil engineering remained the main growth driver, with revenue up 6.2%
- Real order intake increased by 3.2%, including 5.4% growth in civil engineering
- Building permits continued to recover, with residential permits up 12.1%
- Capacity utilization remained subdued at around 68%
- Construction and input costs remained elevated, with new-build prices up 5.5% year-on-year in August

Source: German Federal Statistical Office (Destatis), ifo Institute, German Construction Federation (ZDB)

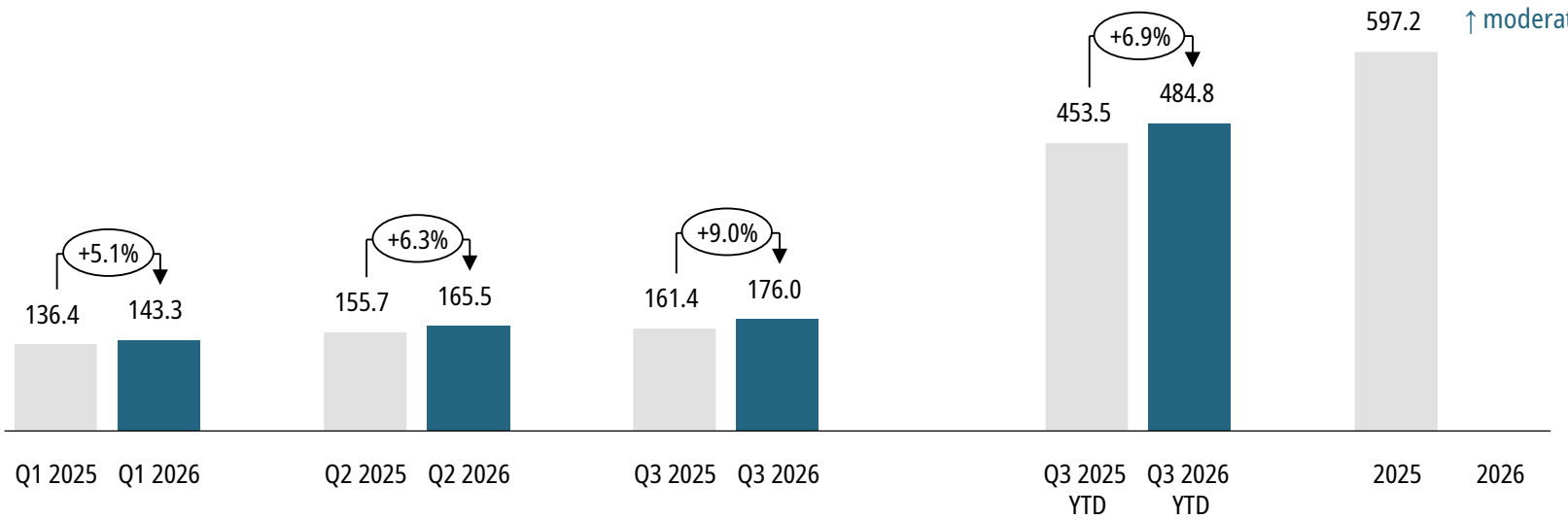
Broad-based organic growth increases Infrastructure revenue

9M Infrastructure revenue increased by 6.9%

Growth was driven particularly by building-entry and sealing systems and by air-conditioning and ventilation systems

QUARTERLY DEVELOPMENT

Revenue in EUR million



9M PERFORMANCE

M&A +1.5% | Organic +5.4%

FY 2026 GUIDANCE

Infrastructure earnings growing significantly

INDUS

Infrastructure earnings growth driven by favorable demand and operational improvements

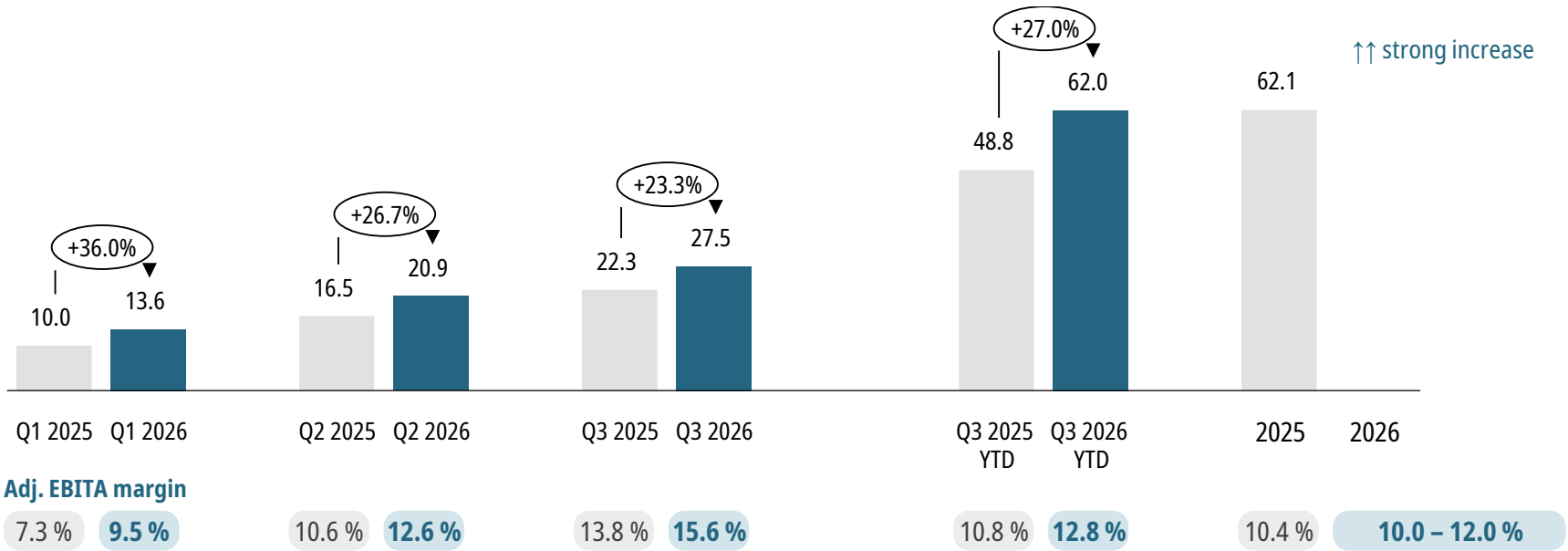
Adjusted EBITA increased by 27.0% in 9M 2026, outpacing revenue growth. 9M adjusted EBITA margin expanded by 2.0pp to 12.8%, driven by strong earnings growth across all three quarters.

QUARTERLY DEVELOPMENT

Adjusted EBITA in EUR million (bars) | margin in % (row below)

9M PERFORMANCE

FY 2026 GUIDANCE

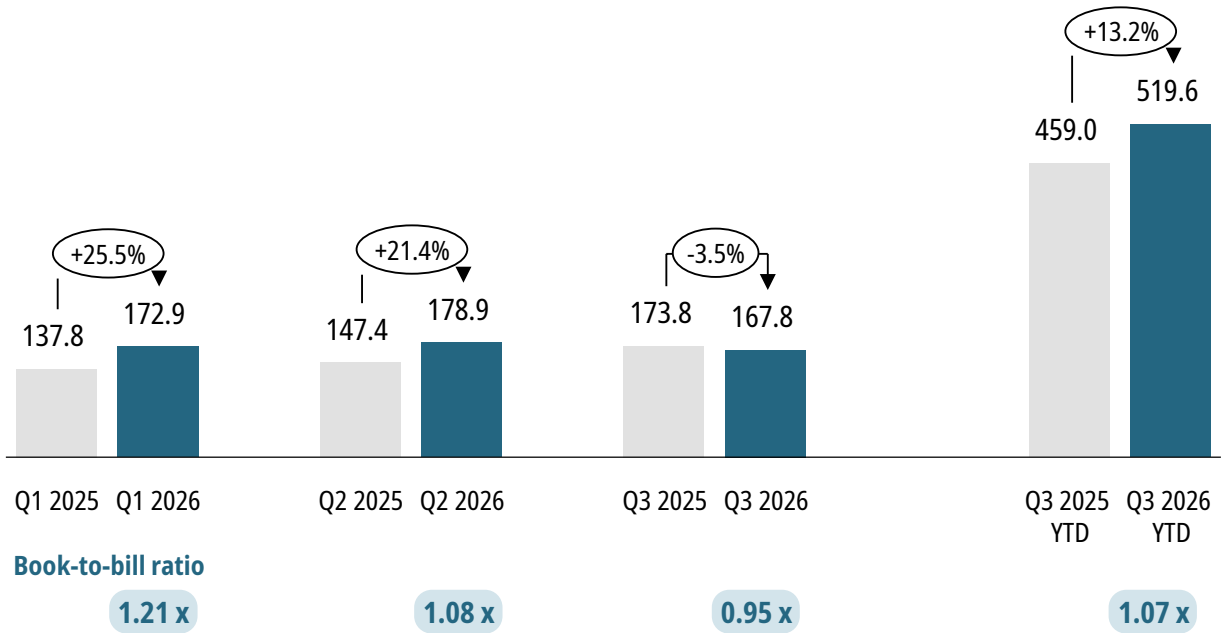


Infrastructure: 9M book-to-bill remains above 1.0x

Strong 9M order intake growth despite softer Q3

QUARTERLY DEVELOPMENT

Order intake in EUR m | book-to-bill in x



9M PERFORMANCE

9M order intake increased by 13.2%, driven particularly by mobile HVAC solutions and digital infrastructure. The order backlog remained at a high level of EUR 177.5m.

Materials Solutions

At a glance

BETEK

BILSTEIN SIEKERMANN

DESSAUER SCHALTSCHRÄNKE

mikrop

SIMON

planetroll

HAKAMA IN CASE IT MATTERS

ofa bamberg

RÜBSAMEN Metalldrückerei · Umformtechnik

VULKAN INOX BLAST MEDIA

Raguse MEDIZINISCHE PRODUKTE

Rolko

- Carbide Tools & Wear-Resistant Solutions
- Components & Assembly Solutions
- Surface & Enclosure Solutions
- Medical & Rehabilitation Solutions
- New Materials & Process Technologies

Materials-processing markets remained challenging

Materials Solutions industrial environment



- German metal and electrical industry production declined by 2.2% in the first eight months of 2026
- Order intake increased by 6.4%, but was largely driven by major orders in transport equipment and defense
- Broad-based demand remained weak, with capacity utilization at manufacturers of metal products at 75.1%
- Business conditions in metal production and processing remained negative
- Medical technology continued to provide moderate growth momentum, while cost pressure remained high
- Competition from low-priced Chinese finished products intensified in carbide-tipped wear tools

Source: ifo Institute, VDMA, Gesamtmetall

High growth in Materials Solutions revenue

... mainly due to extraordinary tungsten carbide pricing

The segment's other portfolio companies also delivered revenue growth. Organic growth +38.6%

QUARTERLY DEVELOPMENT

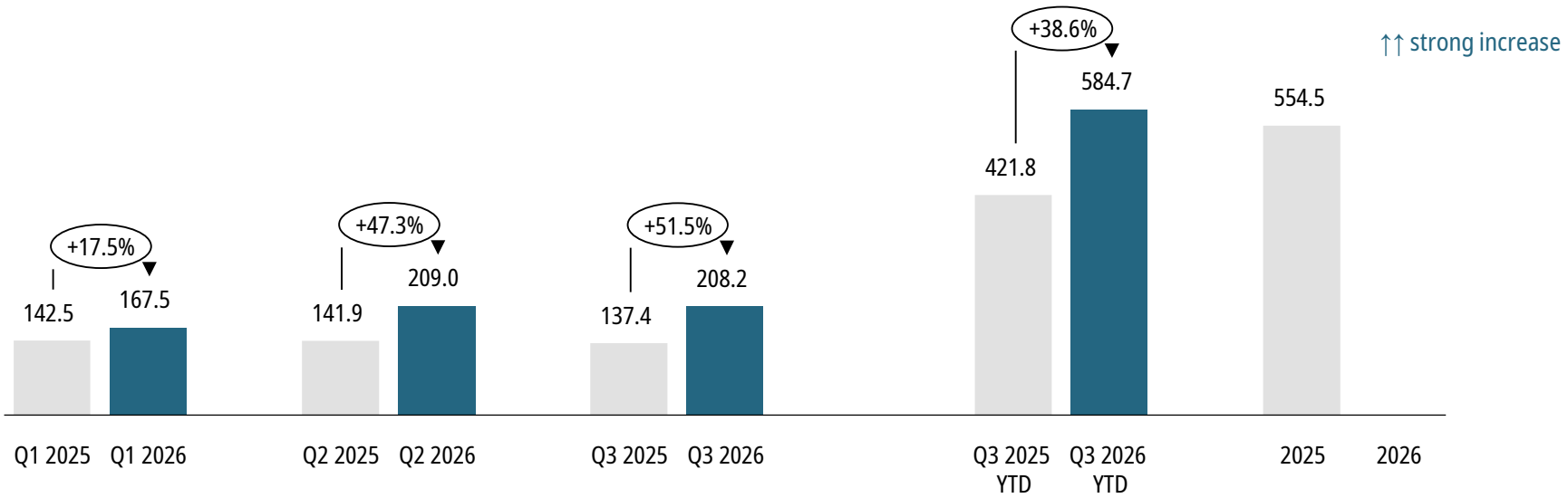
Revenue in EUR million

9M PERFORMANCE

M&A +0% | Organic +38.6%

FY 2026 GUIDANCE

↑↑ strong increase



Extraordinary Materials Solutions earnings once again

INDUS

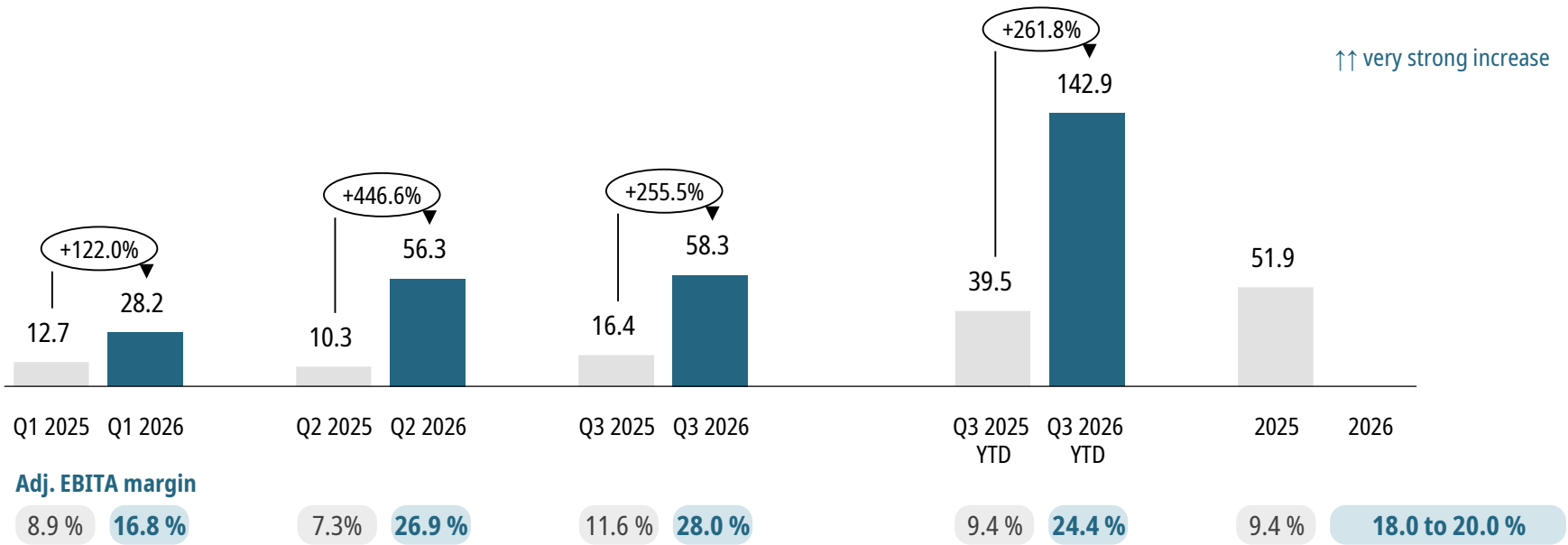
Extraordinary tungsten carbide-related earnings continued in Q3, with a marked slowdown expected in Q4

Long procurement and processing lead times resulted in selling prices affecting revenue earlier than higher material costs affected earnings.
This led to exceptionally high contributions in Q2 and Q3. A marked decline in revenue and earnings is expected at the affected portfolio company in Q4.

QUARTERLY DEVELOPMENT
Adjusted EBITA in EUR million | margin in %

9M PERFORMANCE

FY 2026 GUIDANCE*



*previous segment guidance: adj. EBITA margin: 15.0% to 17.0%

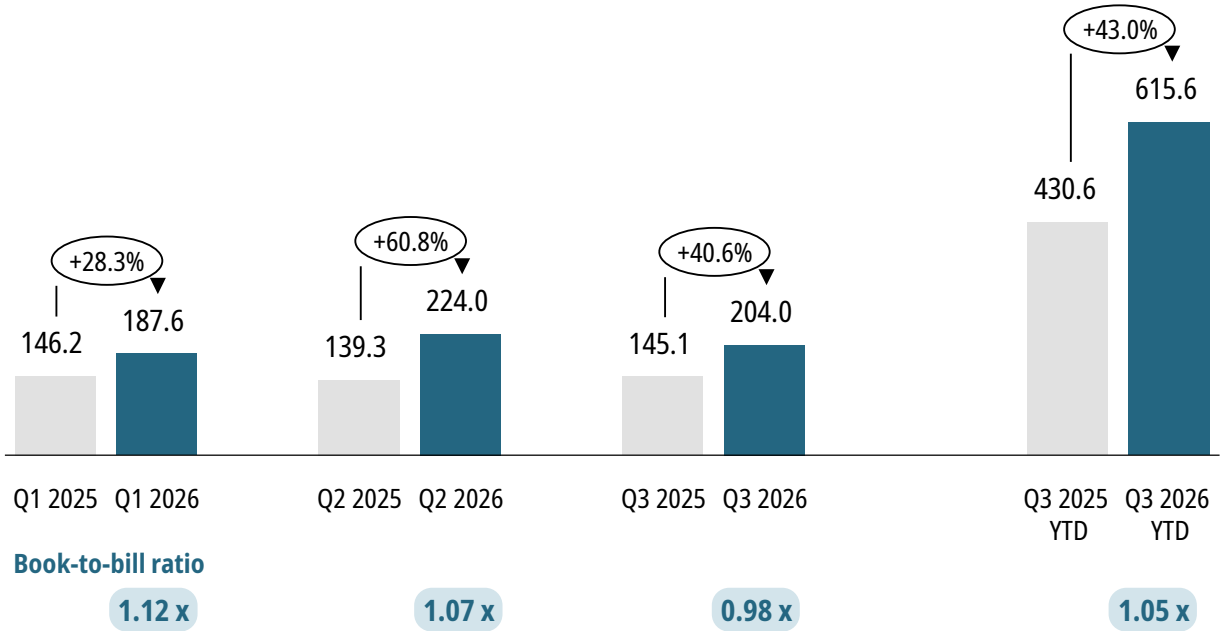
Materials Solutions: Q3 book-to-bill fell slightly below 1.0x

Materials Solutions 9M order intake up 43.0%, largely reflecting price effects

9M order intake was significantly influenced by higher tungsten carbide-related prices. In Q3, book-to-bill declined to 0.98x as customers became more cautious amid diverging Chinese and European market prices.

QUARTERLY DEVELOPMENT

Order intake in EUR million | book-to-bill in x

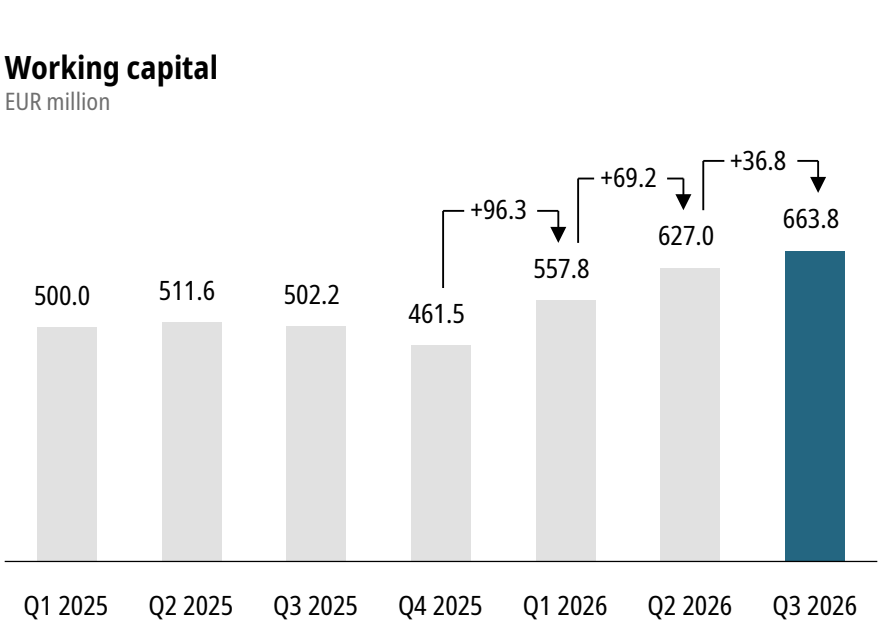


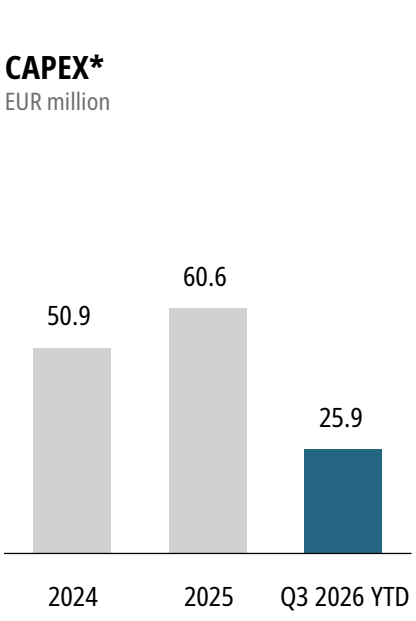
9M PERFORMANCE

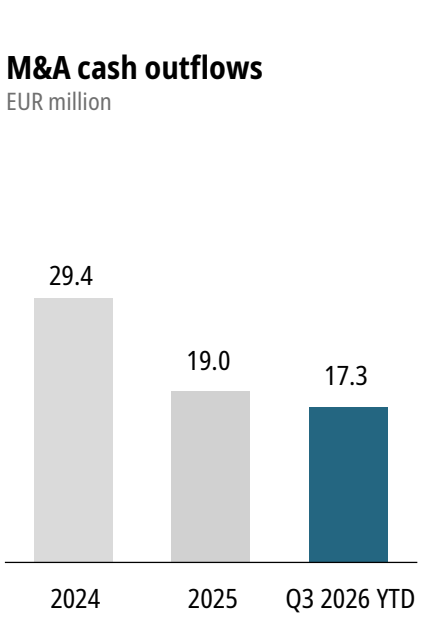
Order intake increased by 43.0% to €615.6m in 9M 2026, reflecting the higher price environment.

Increase in working capital as expected

Working capital, CAPEX, M&A cash outflows







- **Working capital** increased to EUR 663.8m, mainly reflecting higher tungsten carbide prices, alongside the usual seasonal build-up across the portfolio.
- **Capital expenditure** remained disciplined at EUR 25.9m, while M&A cash outflows amounted to EUR 17.3m in 9M 2026.

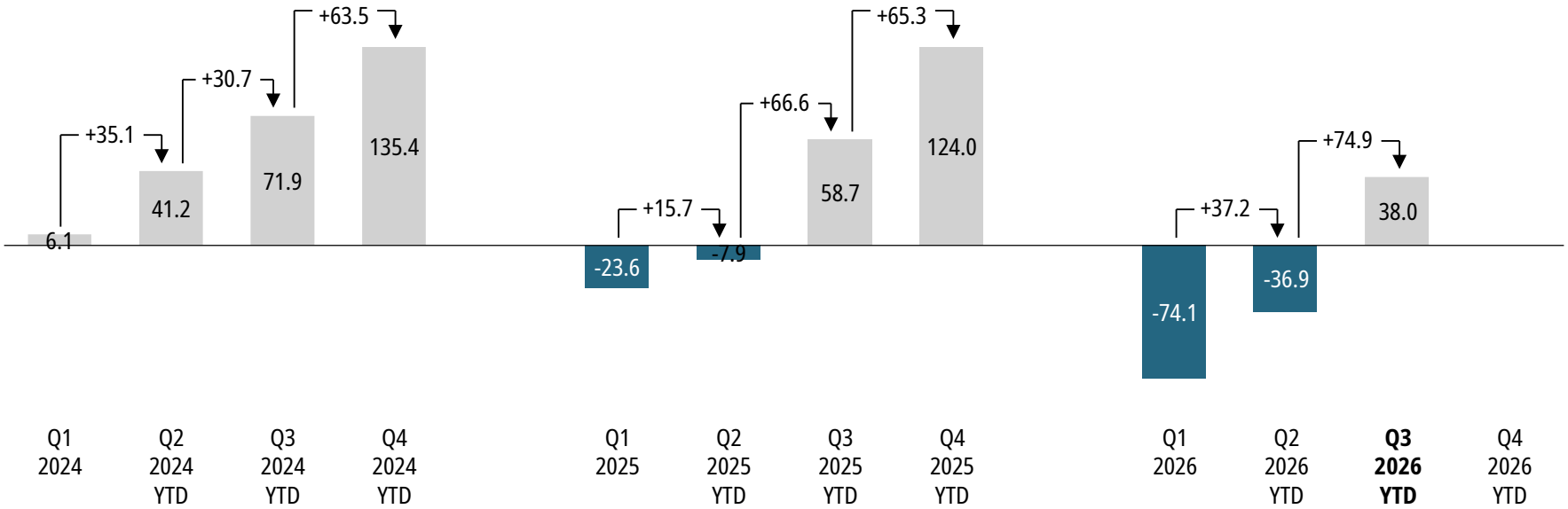
* Investments in property, plant and equipment, and intangible assets

Strong Q3 free cash flow

... offsets a significant part of the working capital burden

Free Cashflow[1]

in EUR million



- **Free Cashflow** improved to EUR 74.9m in Q3, bringing the 9M figure to EUR 38.0m despite substantial working capital investment related to tungsten carbide.

[1] FCF is the sum of operating cash flow and cash flow from investing activities, adjusted for payments for investments in shares of fully consolidated companies. It shows the financial resources available to the INDUS Group, in particular for new acquisitions, dividend payments and payments to lenders, such as interest and the reduction of net debt

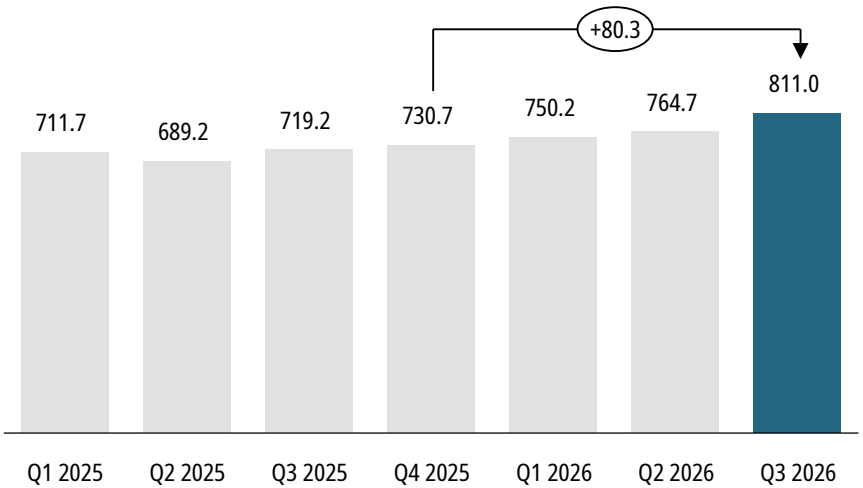
Increased equity and declining net financial liabilities

Equity increased to EUR 811.0m, while net financial liabilities declined by EUR 59.2m versus Q2 to EUR 606.6m.
The year-on-year increase in net financial liabilities mainly reflects working-capital funding and acquisitions.

Financial Position

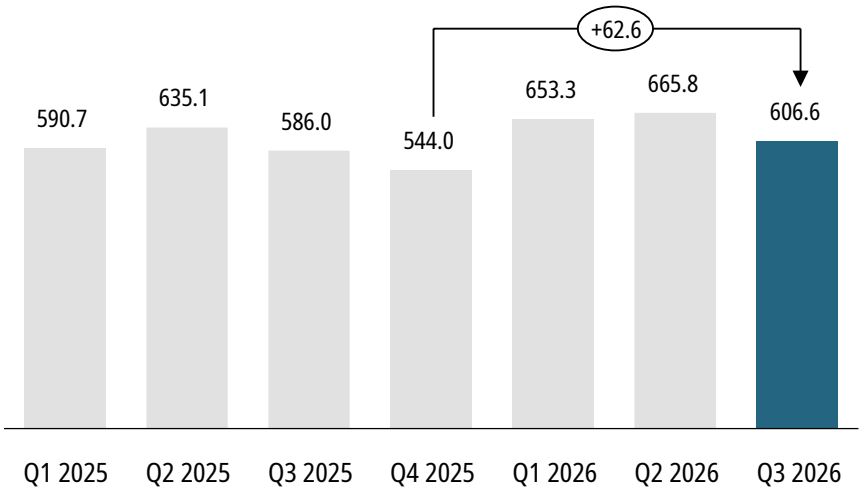
Equity

EUR million



Net Financial Liabilities

EUR million

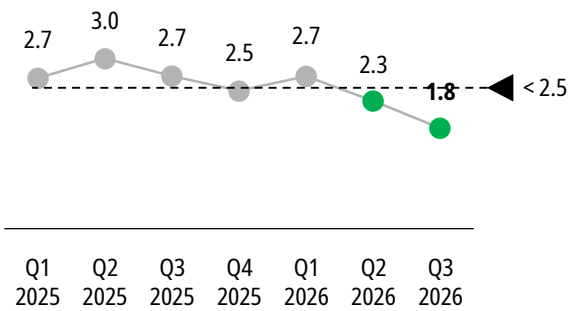


Strong balance sheet and financial flexibility

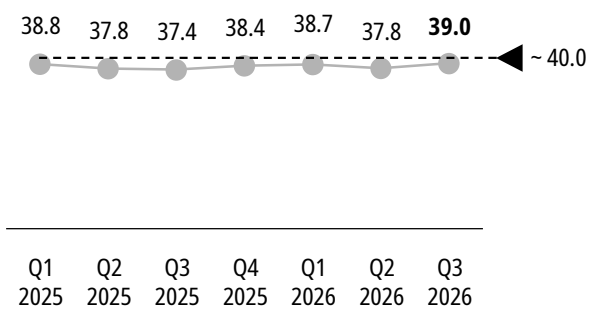
Investment-grade key indicators

Net debt / EBITDA

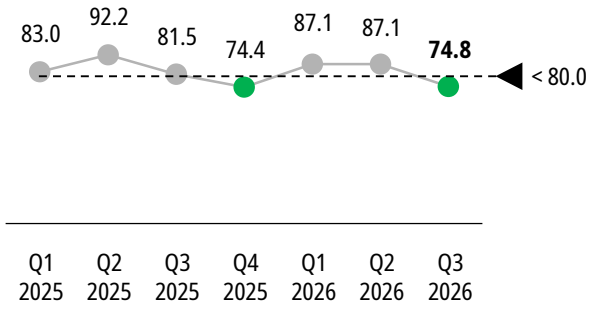
EBITDA rolling 12-month



Equity ratio



Net debt / equity ratio



- **Leverage** declined to 1.8x, mainly reflecting the exceptional increase in rolling 12-month EBITDA and the strong Q3 cash flow.
- **Equity ratio** held steady at 39.0%, close to the ~40% target.
- **Net debt/equity** improved to 74.8%, below the <80% threshold and 12.3pp lower than Q1 2026 (87.1%).

Balance as per end of quarter

02

Outlook and Guidance



FY 2026 Group guidance confirmed

The guidance already reflects the expected slowdown in the tungsten carbide-related business in Q4.

in EUR million	Actual 2025	Guidance – April 30, 2026	Latest guidance – July 29, 2026
INDUS Group			
Revenue	EUR 1.74 billion	EUR 1.85 to 2.05 billion	EUR 1.90 to 2.10 billion
Adjusted EBITA	EUR 147.8 million	EUR 160 to 190 million	EUR 220 to 260 million
Adjusted EBITA margin	8.5%	8.0% to 10.0%	11.0% to 13.0%
Free Cash Flow	EUR 124.0 million	At least break-even	At least break-even

Segment guidance

in EUR million	Actual 2025	Guidance – July 29, 2026	Update November 2026
Engineering			
Revenue	EUR 583.0 million	Moderate increase	
Adjusted EBITA	EUR 53.7 million	Moderate increase	Slight increase
Adjusted EBITA margin	9.2%	8.5% to 10.5%	8.0% to 10.0%
Infrastructure			
Revenue	EUR 597.2 million	Moderate increase	
Adjusted EBITA	EUR 62.1 million	Strong increase	
Adjusted EBITA margin	10.4%	10.0% to 12.0%	
Materials Solutions			
Revenue	EUR 554.5 million	Strong increase	
Adjusted EBITA	EUR 51.9 million	Very strong increase	
Adjusted EBITA margin	9.4%	15.0% to 17.0%	18.0% to 20.0%

03

Update on EMPOWERING MITTELSTAND



EMPOWERING MITTELSTAND through acquisitions

M&A ambition and strategy

INDUS

M&A budget (2025-2030)

around EUR **500** million

Additional revenue
EUR **600** million p.a. in 2030

Additional adj. EBITA
> EUR **70** million in 2030

Targeted acquisition spend in 2026
EUR **50** million

Growth acquisitions

- Europe
- New or complementary technology fields
- Clear financial criteria
  - Sales: EUR 20–100 million
  - Adj. EBITA above EUR 4 million / year
  - Double-digit EBIT margin
  - Cash flow orientation
  - Solid balance sheet with equity ratio 30%+

Add-on acquisitions

- Global
- Complementary products of existing technology fields
- Market and/or regional expansion
- Improved manufacturing capabilities
- Greater leeway in investment criteria

Necessary divestments of portfolio companies that cannot grow or reach expected profitability levels

Recent acquisition

Add-on acquisition by BETOMAX (Segment Infrastructure)

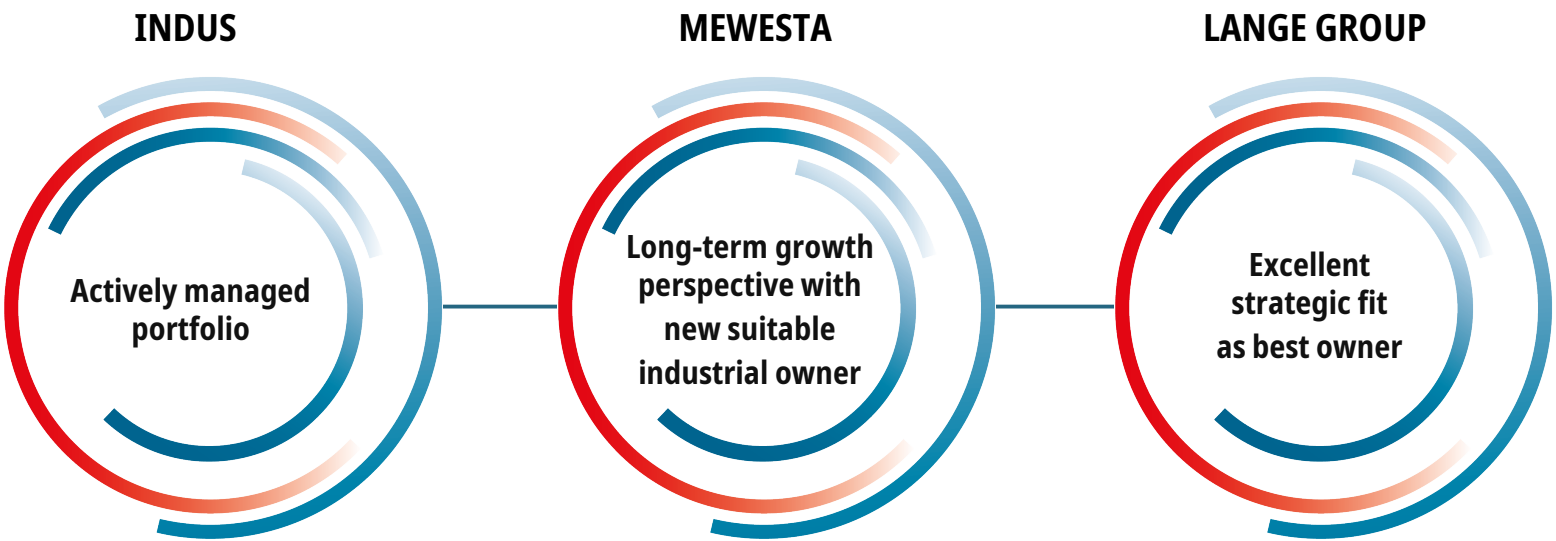


In October 2026, BETOMAX acquired 70% of **BNB**, a Potsdam-based specialist in customized concrete solutions for architecture and construction.

- **Revenue:** ~ EUR 7m p.a.
- **Key competences:**
  - Strong positioning in resilient niche markets incl. façades & monument conservation, gardening & landscaping, and interior design
  - Expertise in complex, customized concrete solutions
  - High vertical integration across the full value chain
- **Growth drivers:**
  - Structural investment needs in existing building stock
  - Growing refurbishment & monument conservation demand
  - Increasing sustainable construction & modernization requirements
  - Potential to enter new markets
- **Technology field:** Civil Engineering & Concrete

Right owner, right timing

Divestment of MEWESTA to Lange Group



Growth through acquisitions

Our acquisition history in recent years

Growth acquisitions

- **2021**
  - WIRUS 
  - JST 
- **2022**
  - HELD SYSTEMS 
  - HEIBER + SCHRÖDER 
- **2024**
  - DECKMA 
- **2026**
  - PRO VIDEO* 

Add-on acquisitions

- **2021**
  - **Rolko North America, Inc.** (previously ABILITY PRODUCTS, Inc.)
- **2022**
  - FLACO
- **2023**
  - QUICK
- **2024**
  - Colson X-Cel
- **2025**
  - HBS
  - KETTLER
  - ELECTRO TRADING
  - METFAB
  - TRIGOSYS
- **2026**
  - AMIRA
  - BNB

*Closing in January 2026

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Appendix



Appendix

Segment and Group overview by quarter

INDUS-Group (in EUR million)	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025	Q1 2026	Q2 2026	Q3 2026
Revenue with external third parties	450.8	453.3	459.7	438.6	1,802.4	410.1	429.0	443.1	439.6	1,721.8	402.4	434.2	437.4	461.4	1,735.4	441.6	523.6	544.3
EBITDA	66.1	62.0	72.6	57.5	258.1	48.5	59.7	61.3	56.6	226.1	42.5	49.0	66.9	63.2	221.6	61.3	101.4	113.4
in % of revenue	14.7	13.7	15.7	13.1	14.3	11.8	13.9	13.8	12.9	13.1	10.6	11.3	15.3	13.7	12.8	13.9	19.4	20.8
Depreciation and amortization	-21.3	-21.9	-40.5	-24.9	-108.5	-21.8	-22.3	-29.5	-25.8	-99.4	-22.9	-23.2	-23.6	-24.9	-94.6	-25.3	-25.7	-42.8
of which PPA depreciation/amortization	-4.7	-4.9	-5.1	-4.5	-19.2	-4.8	-5.0	-5.2	-5.3	-20.3	-5.3	-5.4	-4.8	-5.3	-20.8	-5.4	-5.4	-5.4
of which impairments	0.0	0.0	-17.6	-1.7	-19.3	0.0	0.0	-6.7	0.0	-6.7	0.0	0.0	-1.4	0.0	-1.4	-1.1	0.0	-19.0
of which reversal of impairments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.4	0.0	1.4	0.0	0.0	0.0
Adjusted EBITA	49.5	45.0	54.8	38.8	188.1	31.5	42.4	43.7	36.1	153.7	24.9	31.2	48.1	43.6	147.8	42.5	81.1	95.0
in % of revenue	11.0	9.9	11.9	8.9	10.4	7.7	9.9	9.9	8.2	8.9	6.2	7.2	11.0	9.4	8.5	9.6	15.5	17.5
EBIT	44.8	40.1	32.1	32.6	149.6	26.7	37.4	31.8	30.8	126.7	19.6	25.8	43.3	38.3	127.0	36.0	75.7	70.6
in % of revenue	9.9	8.8	7.0	7.4	8.3	6.5	8.7	7.2	7.0	7.4	4.9	5.9	9.9	8.3	7.3	8.2	14.5	13.0

Appendix

Segment and Group overview by quarter

ENGINEERING (in EUR million)	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025	Q1 2026	Q2 2026	Q3 2026
Revenue with external third parties	142.1	138.6	153.4	165.5	599.6	129.4	136.7	152.5	178.1	596.7	123.2	136.5	138.5	184.8	583.0	130.7	148.9	160.0
EBITDA	23.4	18.4	26.5	26.2	94.5	15.3	14.7	22.2	28.0	80.2	11.8	14.9	19.3	32.1	78.1	11.5	16.2	19.5
in % of revenue	16.5	13.3	17.3	15.8	15.8	11.8	10.8	14.6	15.7	13.4	9.6	10.9	13.9	17.4	13.4	8.8	10.9	12.2
Depreciation and amortization	-7.8	-8.1	-12.7	-8.9	-37.5	-8.0	-8.2	-8.5	-9.8	-34.5	-8.6	-8.6	-8.1	-9.8	-35.1	-9.8	-8.9	-19.4
of which PPA depreciation/amortization	-2.9	-2.9	-2.8	-2.8	-11.4	-2.9	-2.9	-3.1	-3.1	-12.0	-3.2	-3.2	-2.6	-3.1	-12.1	-3.1	-3.2	-3.1
of which impairments	0.0	0.0	-4.8	-0.3	-5.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.3	-0.0	-10.3
of which reversal of impairments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.4	0.0	1.4	0.0	0.0	0.0
Adjusted EBITA	18.5	13.2	21.4	20.4	73.5	10.2	9.4	16.8	21.3	57.7	6.4	9.5	12.4	25.4	53.7	5.1	10.5	13.5
in % of revenue	13.0	9.5	13.9	12.3	12.3	7.9	6.9	11.0	12.0	9.7	5.2	7.0	9.0	13.7	9.2	3.9	7.1	8.4
EBIT	15.6	10.3	13.8	17.3	57.0	7.3	6.5	13.7	18.2	45.7	3.2	6.3	11.2	22.3	43.0	1.7	7.3	0.1
in % of revenue	11.0	7.4	9.0	10.5	9.5	5.6	4.8	9.0	10.2	7.6	2.6	4.6	8.1	12.1	7.4	1.3	4.9	0.1

Appendix

Segment and Group overview by quarter

INFRASTRUCTURE (in EUR million)	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025	Q1 2026	Q2 2026	Q3 2026
Revenue with external third parties	141.5	149.8	153.4	137.5	582.2	131.9	144.9	148.4	134.3	559.5	136.4	155.7	161.4	143.7	597.2	143.3	165.5	176.0
EBITDA	16.8	20.9	25.8	19.5	83.0	17.9	25.1	26.0	17.0	86.0	15.6	22.2	28.0	19.3	85.1	19.6	26.9	32.9
in % of revenue	11.9	14.0	16.8	14.2	14.3	13.6	17.3	17.5	12.7	15.4	11.4	14.3	17.3	13.4	14.2	13.7	16.3	18.7
Depreciation and amortization	-6.2	-6.5	-14.0	-7.1	-33.7	-6.5	-6.8	-12.2	-8.2	-33.7	-7.2	-7.4	-8.8	-7.9	-31.3	-7.8	-7.8	-9.4
of which PPA depreciation/amortization	-1.2	-1.3	-1.3	-1.2	-5.0	-1.4	-1.5	-1.5	1.7	-6.1	-1.6	-1.7	-1.7	-1.9	-6.9	-1.8	-1.8	-1.8
of which impairments	0.0	0.0	-7.5	0.0	-7.5	0.0	0.0	-5.2	0.0	-5.2	0.0	0.0	-1.4	0.0	-1.4	0.0	0.0	-2.2
Adjusted EBITA	11.9	15.7	20.6	13.6	61.8	12.8	19.8	20.5	10.5	63.6	10.0	16.5	22.3	13.3	62.1	13.6	20.9	27.5
in % of revenue	8.4	10.5	13.4	9.9	10.6	9.7	13.7	13.8	7.8	11.4	7.3	10.6	13.8	9.3	10.4	9.5	12.6	15.6
EBIT	10.7	14.4	11.8	12.4	49.3	11.4	18.3	13.8	8.8	52.3	8.4	14.8	19.2	11.4	53.8	11.8	19.1	23.5
in % of revenue	7.6	9.6	7.7	9.0	8.5	8.6	12.6	9.3	6.6	9.3	6.2	9.5	11.9	7.9	9.0	8.2	11.5	13.4

Appendix

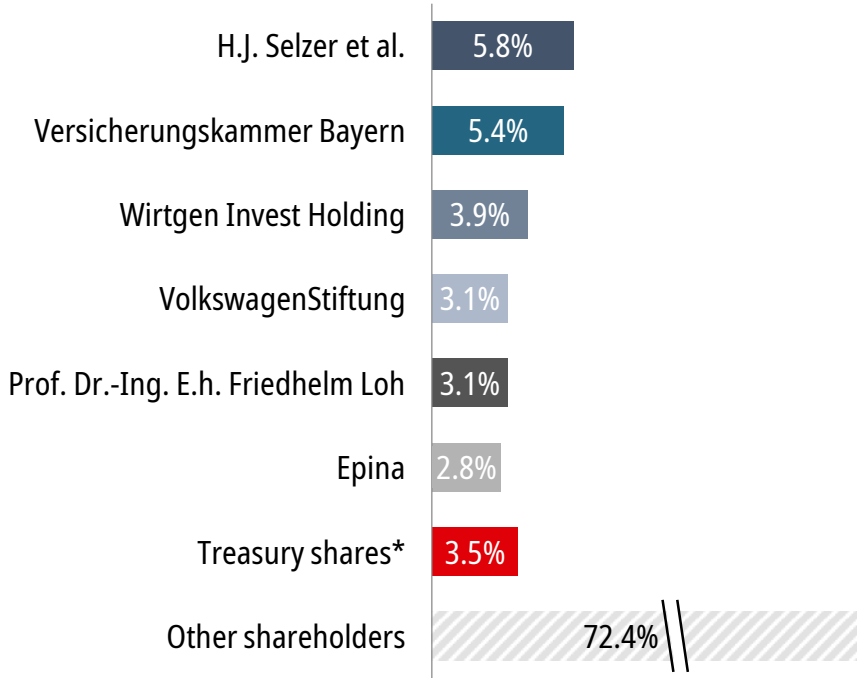
Segment and Group overview by quarter

MATERIALS SOLUTIONS (in EUR million)	**Q1 2023**	**Q2 2023**	**Q3 2023**	**Q4 2023**	**2023**	**Q1 2024**	**Q2 2024**	**Q3 2024**	**Q4 2024**	**2024**	**Q1 2025**	**Q2 2025**	**Q3 2025**	**Q4 2025**	**2025**	**Q1 2026**	**Q2 2026**	**Q3 2026**
Revenue with external third parties	166.8	164.7	152.8	135.6	619.9	148.6	147.2	142.0	127.0	564.8	142.5	141.9	137.4	132.7	554.5	167.5	209.0	208.2
EBITDA	27.2	25.1	26.0	15.4	93.7	18.8	23.0	19.0	15.4	76.2	19.0	16.7	22.5	18.5	76.7	34.4	62.4	64.4
in % of revenue	16.3	15.2	17.0	11.4	15.1	12.7	15.6	13.4	12.1	13.5	13.3	11.8	16.4	13.9	13.8	20.5	29.9	30.9
Depreciation and amortization	-7.1	-7.1	-13.5	-8.7	-36.4	-7.0	-7.0	-8.6	-7.5	-30.1	-6.8	-6.9	-6.5	-6.4	-26.6	-7.4	-6.5	-13.0
of which PPA depreciation/amortization	-0.7	-0.7	-0.9	-0.4	-2.7	-0.6	-0.6	-0.6	-0.5	-2.3	-0.5	-0.5	-0.4	-0.4	-1.8	-0.4	-0.4	-0.4
of which impairments	0.0	0.0	-5.3	-1.4	-6.7	0.0	0.0	-1.5	0.0	-1.5	0.0	0.0	0.0	0.0	0.0	-0.8	0.0	-6.5
Adjusted EBITA	20.8	18.7	18.7	8.5	66.7	12.4	16.6	12.6	8.3	49.9	12.7	10.3	16.4	12.5	51.9	28.2	56.3	58.3
in % of revenue	12.5	11.4	12.2	6.3	10.8	8.3	11.3	8.9	6.5	8.8	8.9	7.3	11.6	9.4	9.4	16.8	26.9	28.0
EBIT	20.1	18.0	12.5	6.7	57.3	11.8	16.0	10.5	7.8	46.1	12.2	9.8	16.0	12.1	50.1	27.0	55.9	51.4
in % of revenue	12.1	10.9	8.2	4.9	9.2	7.9	10.9	7.4	6.1	8.2	8.6	6.9	11.6	9.1	9.0	16.1	26.7	24.7

Anchor shareholders support the company's long-term course

Current shareholder structure

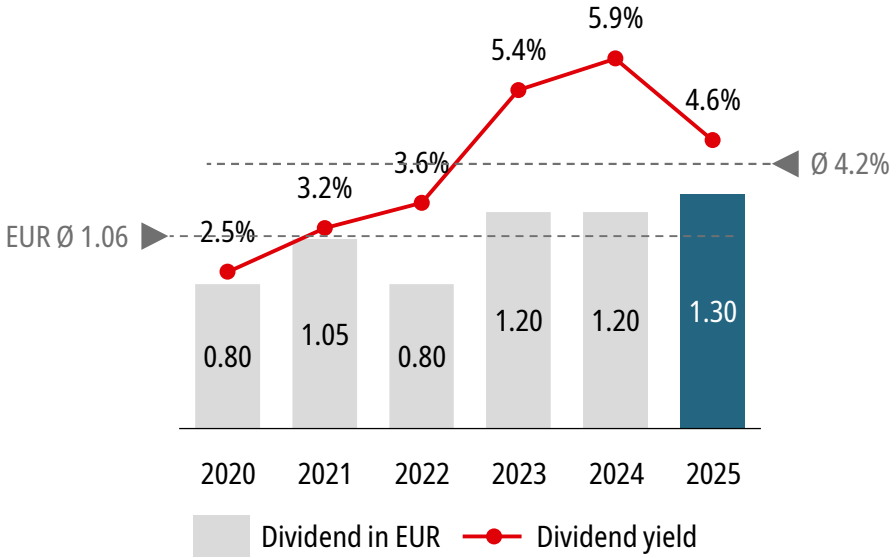
Shareholder Structure as of September 22, 2026 (%)

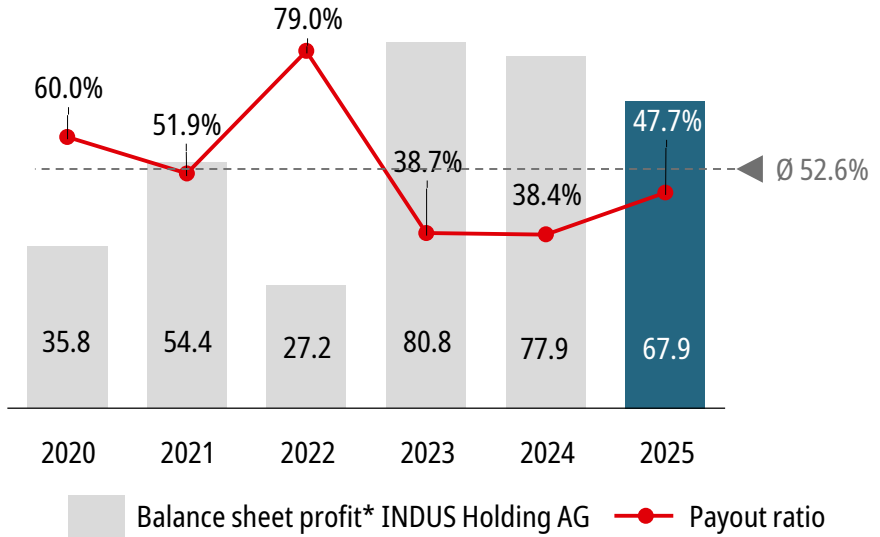


WKN/ISIN	620010 / DE 0006200108
Founded / IPO	1989 / 1995
Financial year	January 01 to December 31
Share capital	EUR 69.9 million
Number of shares	25,800,000 no-par value bearer shares
Trading venues	XETRA, Düsseldorf, Frankfurt (regulated market); Berlin, Hamburg, Hanover, Munich, Stuttgart
Market segment / Index	Prime Standard / SDAX
Designated Sponsors	ICF BANK AG, ODDO BHF

* The 904,441 shares repurchased by the company are not entitled to vote or receive dividends

Attractive and sustainable dividend policy





Regular participation of shareholders in business success

At least 50% of profits retained to strengthen the company

Up to 50% of earnings distributed

* Balance sheet profit in EUR million

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