

Ecological material for technological applications



Delignit AG – Resilience & Sustainability since 1799

Company Presentation | Earnings Call FY 2025

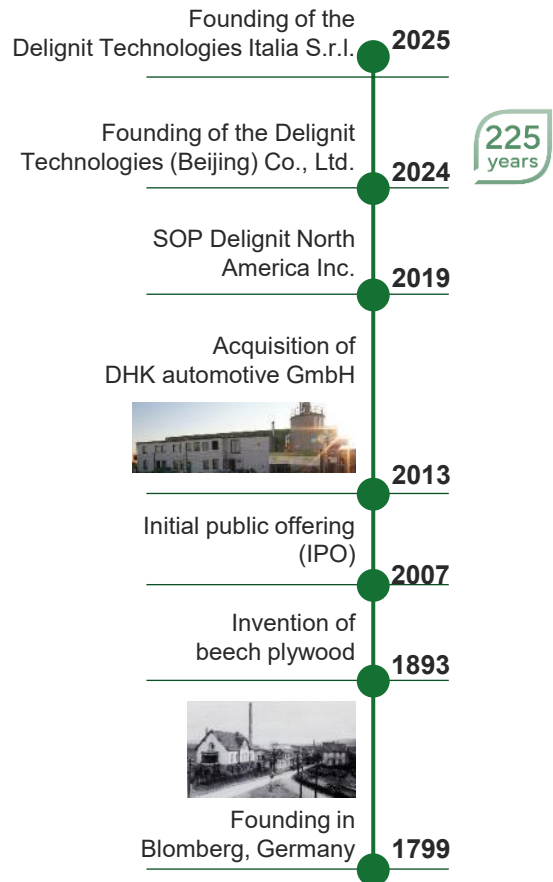
Agenda



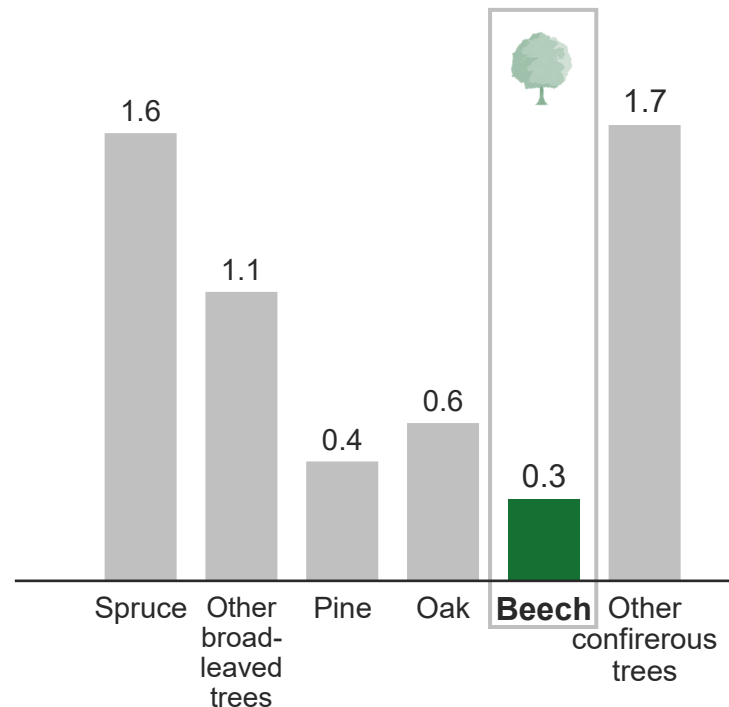


Ecological responsibility through a focus on renewable raw materials – since 1799

SUSTAINABLE RAW MATERIAL BASE



Mortality rate
2024 of all tree species in %



Source: BMEL, Waldzustandserhebung 2024

Delignit
Code of Conduct



European beech as the main raw material base becomes an even stronger USP

⇒ No negative impact from **EUTR** nor **EUDR**

⇒ Non-EU-plywood with **strong restrictions** or even import-ban drives market prices for plywood in general

⇒ **tariffs for US-export** under investigation

⇒ **Sustainability** remains a strong selling point

⇒ **Low emissions** from beech in accordance with **OEM compliance requirements**

Agenda

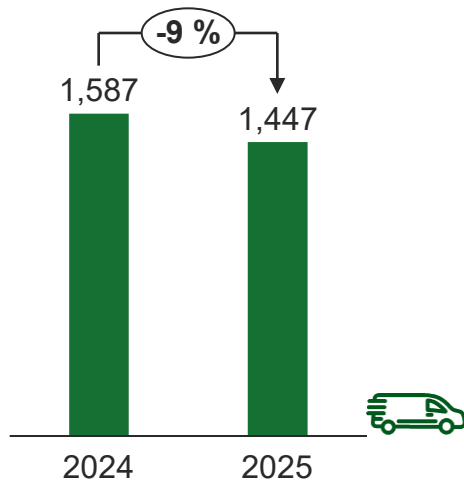


Order backlog and registration figures still showing negative trends, but with slight signs of recovery



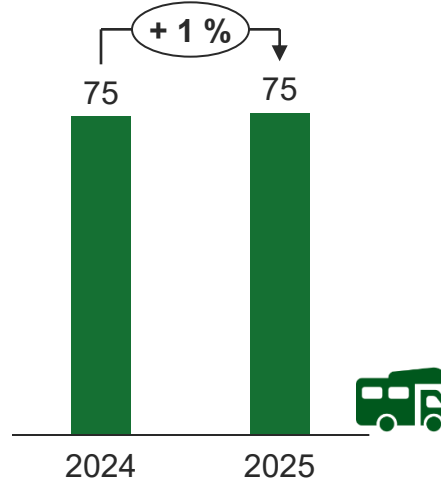
REGISTRATION FIGURES LCV & MOTOR CARAVAN / ORDER BACKLOG AUTOMOTIVE INDUSTRY

LCV registrations
in k units



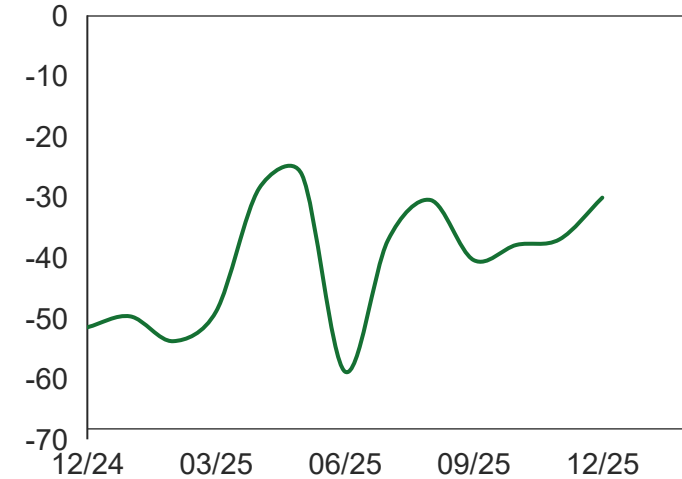
acea
European Union

Motor caravan registrations
in k units



CIVD
Germany

Order backlog
in german automotive industry

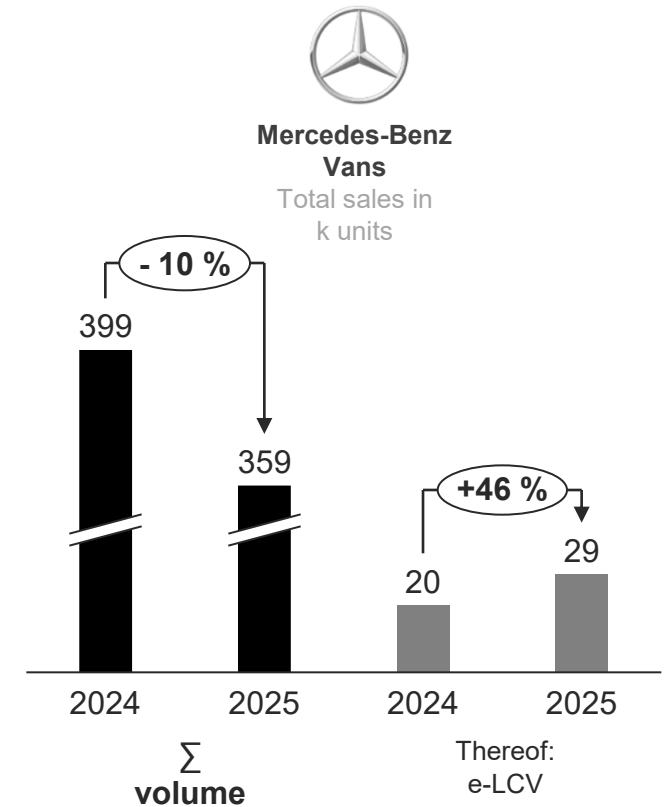
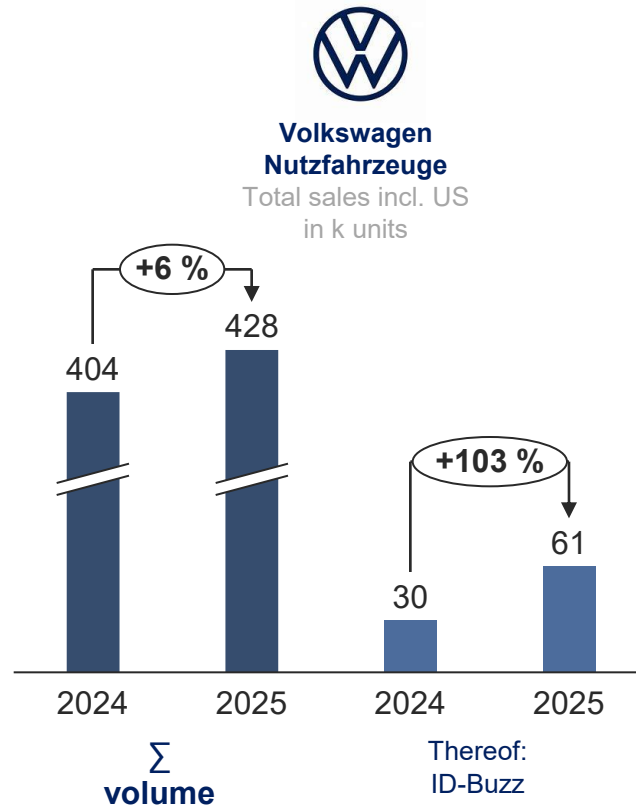
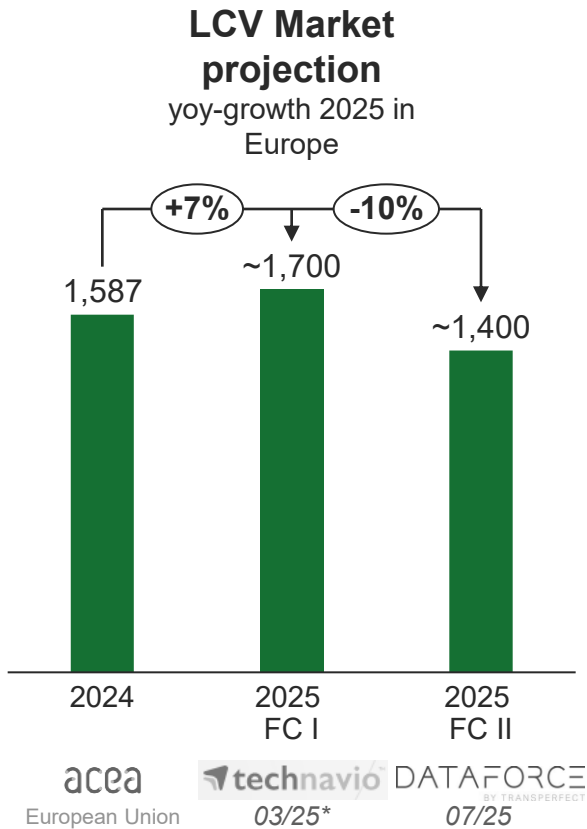


ifo INSTITUTE
Konjunkturperspektiven 12/2025

Growth forecasts for the LCV market were revised in 2nd half of the year, although major OEMs performed differently in 2025



LCV MARKET FORECAST 2025 | SALES VOLUMES MAJOR OEM

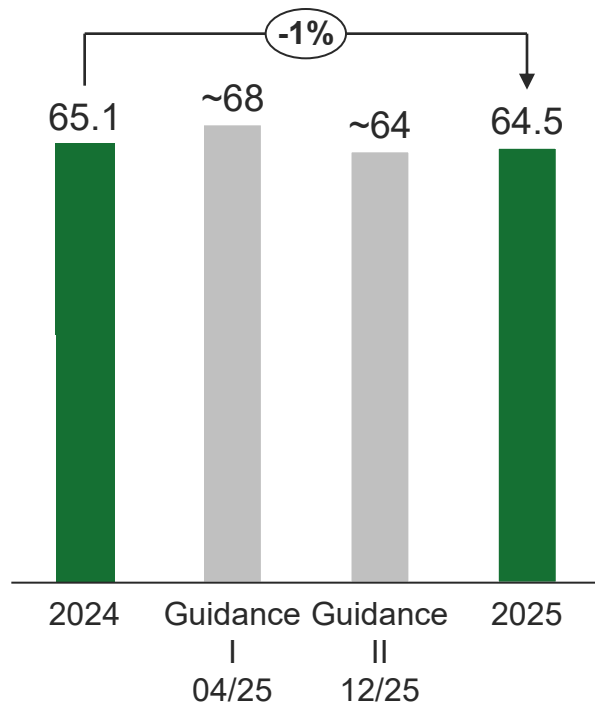




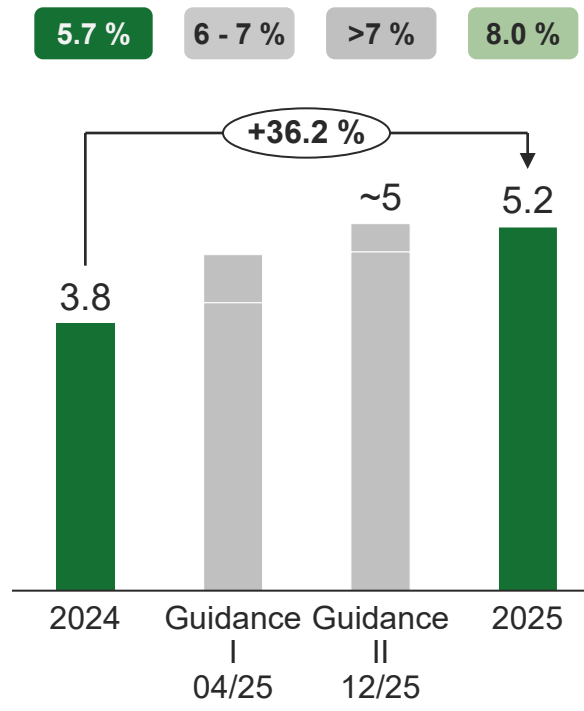
Significantly improved EBITDA while additional topline decrease (from prior year) was stopped

REVENUE & EBITDA | P&L IMPACTS

Revenue
in € million



EBITDA
in € million / %



corridor

P&L impacts

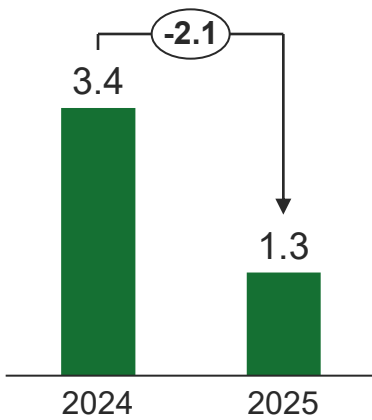
- + **Strong revenue increase in Technological Applications**
- + **Strict cost management** in terms of personnel and operating expenses
- + **Aperiodic revenues** in the Automotive segment
- **The caravan market is still burdened** by high inventories and **overcapacity**
- **Tense automotive environment** without growth momentum



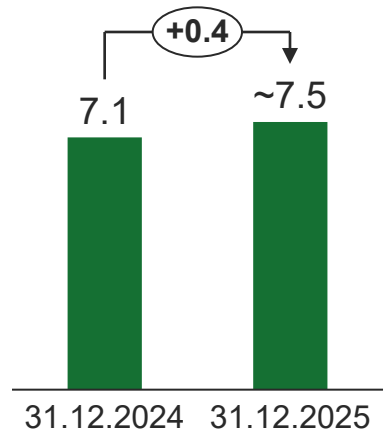
Balance sheet remains exceptionally strong

CAPEX | NET CASH | BALANCE SHEET

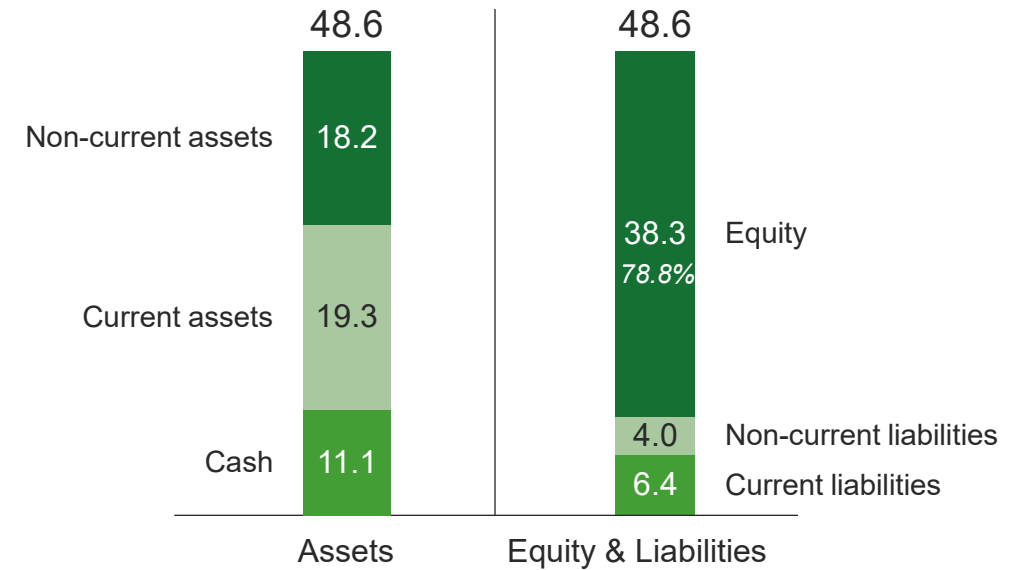
Capex
in € million



Net cash
as of 31.12.25 / in € million



Balance sheet
as of 31.12.25 / in € million



Agenda

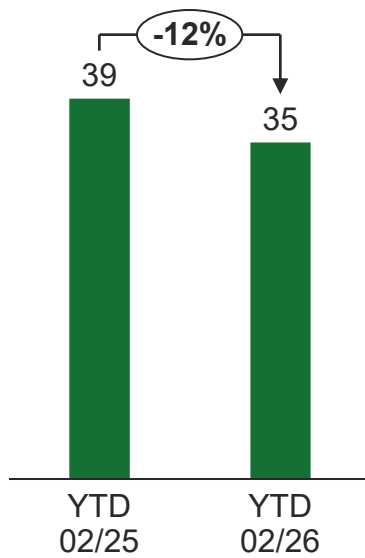




Registration figures still show no clear trend, while production expectations in the automotive industry are rising

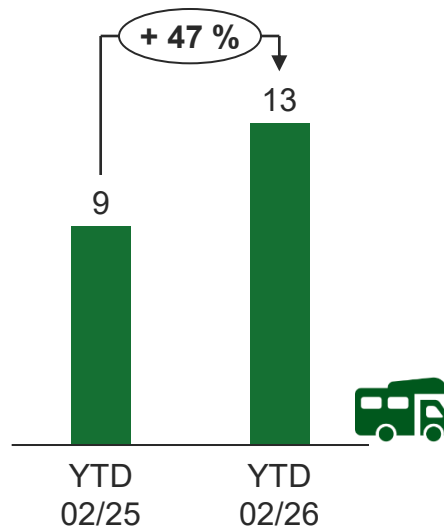
LCV REGISTRATIONS | MOTOR CARAVAN REGISTRATIONS | AUTOMOTIVE INDUSTRY INDICATORS

LCV registrations In k units / Germany



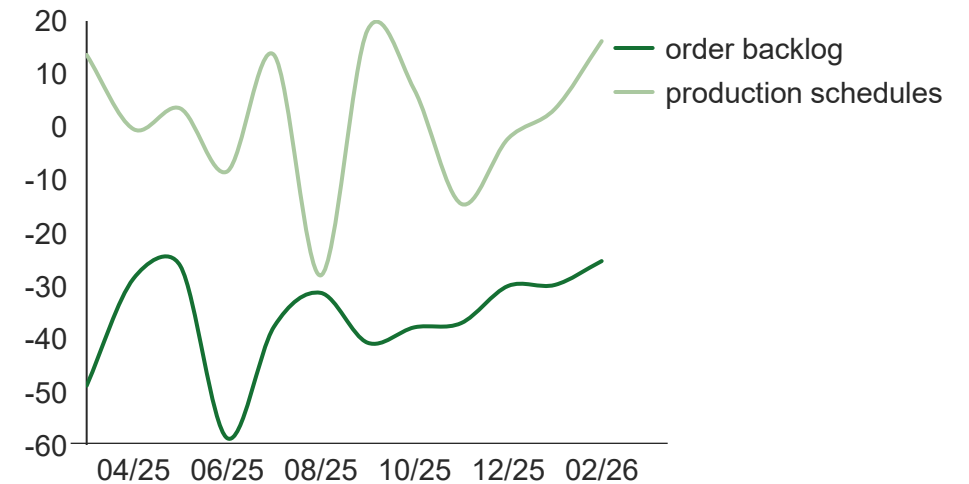
LCV registrations up to 3,5to Germany (KBA)

Motor caravan registrations in k units / Germany



Germany

Automotive indicators in german automotive industry



Konjunkturperspektiven
02/2026



Growth opportunities can be achieved through organic and inorganic growth

MARKET ENTRY ITALY & MARINE | TECHNOLOGICAL APPLICATIONS OUTLOOK

Delignit Technologies Italia S.r.l.
Strategic market development



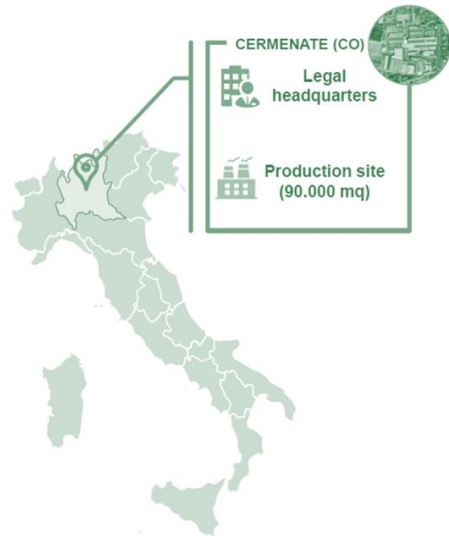
Lease Agreement
Business Unit "Rail & Marine" of Bellotti S.p.A.

TARGET MARKETS

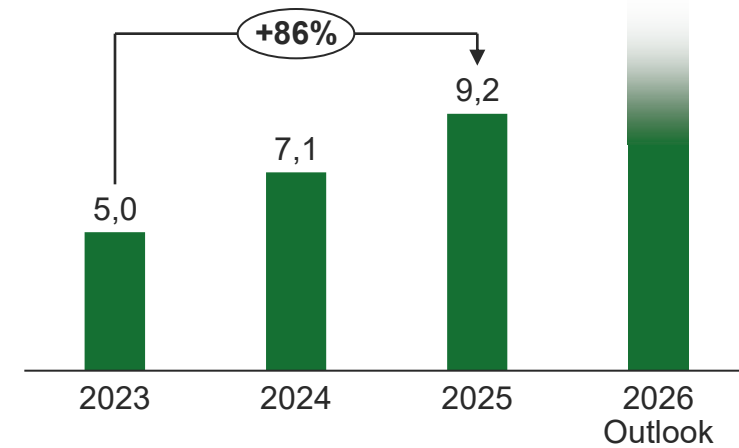
Rail



Marine

Technological applications
revenue in € million / Outlook 2026

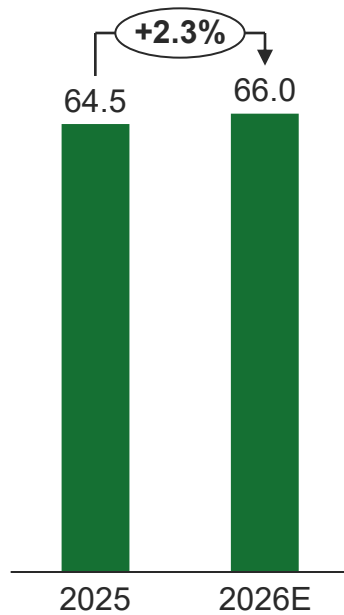




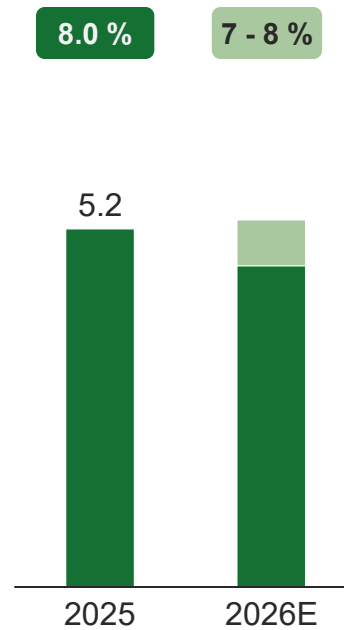
Moderate revenue growth with stable profitability expected for 2026

REVENUE & EBITDA | GUIDANCE IMPACTS

Revenue
in € million



EBITDA
in € million / %



Guidance impacts

- + **OEM production plans** indicates increasing volumes during the year
- + **Market opportunities in Technological Applications** based on new business
- **Personnel cost inflation** (passing on to the market stays a challenge)
- **Very fragile macroeconomic environment** and high geopolitical risk

Agenda





Delignit's strategy still valid: growth based on technology leadership in attractive niches

ELEMENTS OF DELIGNIT GROWTH STRATEGY



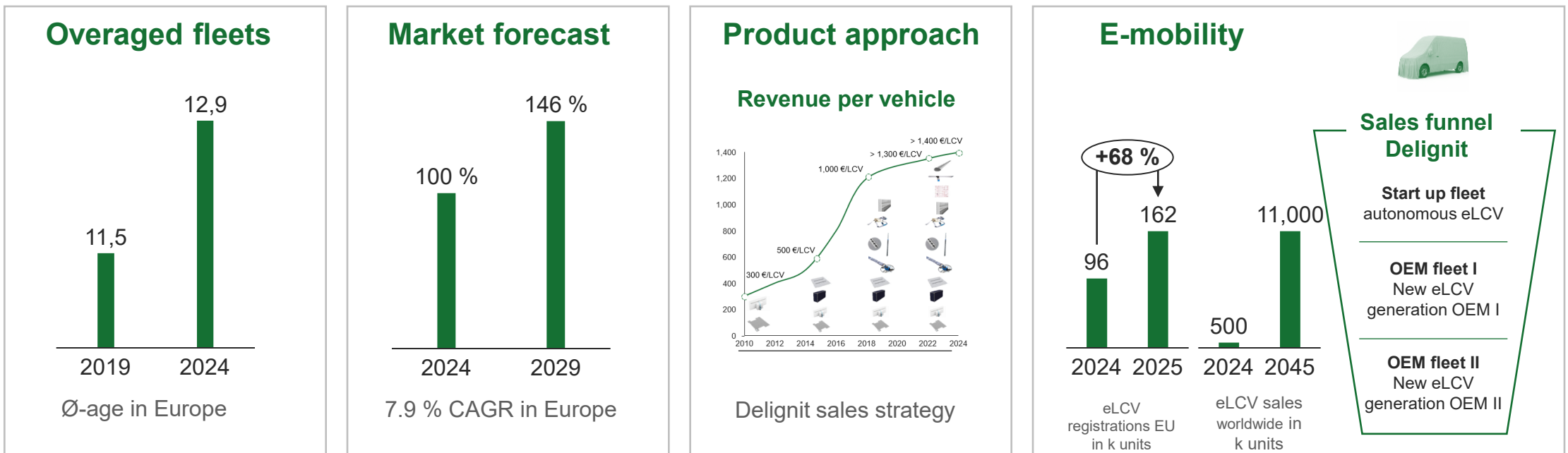


The LCV market has still the potential to offer attractive growth opportunities in future

KEY MARKET DRIVERS OVERVIEW



Growth drivers LCV



ACEA, 01/2026

Mordor intelligence, 2025

Delignit Strategy

ACEA, 01/2026 IDTEchEx, 2025



New impetus needed to return to the double-digit growth path that has lasted more than a decade

GROWTH PATH / STRATEGIC ROADMAP



Market entry passenger cars



Major order rail



Start major LCV serial production



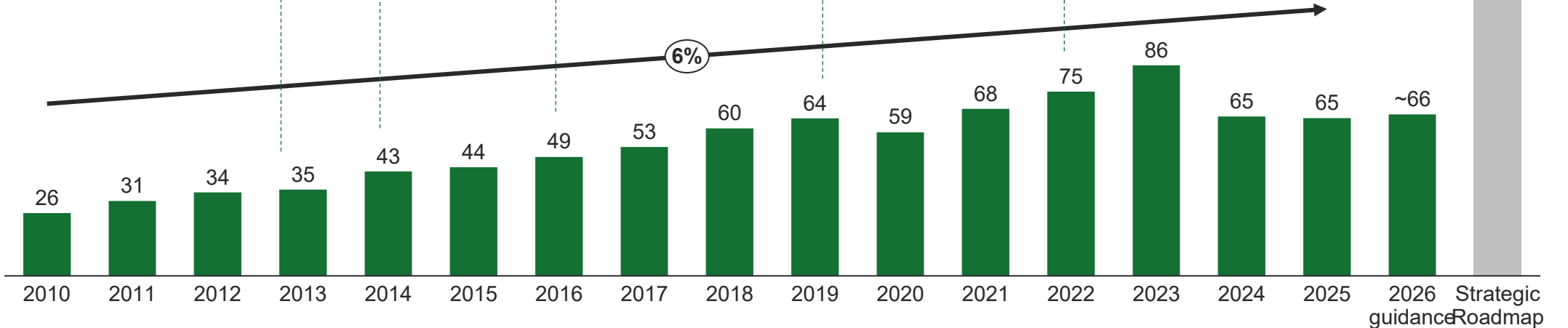
Market entry caravan



Major order e-LCV



Revenue*



* Adjusted for the deconsolidation of the Romanian holdings; Revenue in € million

Agenda

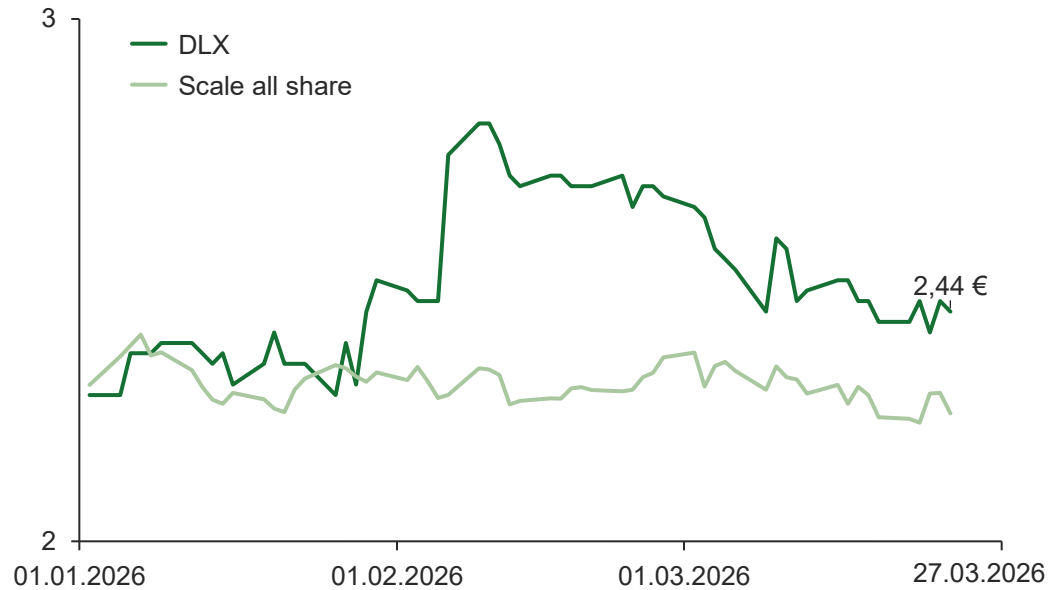




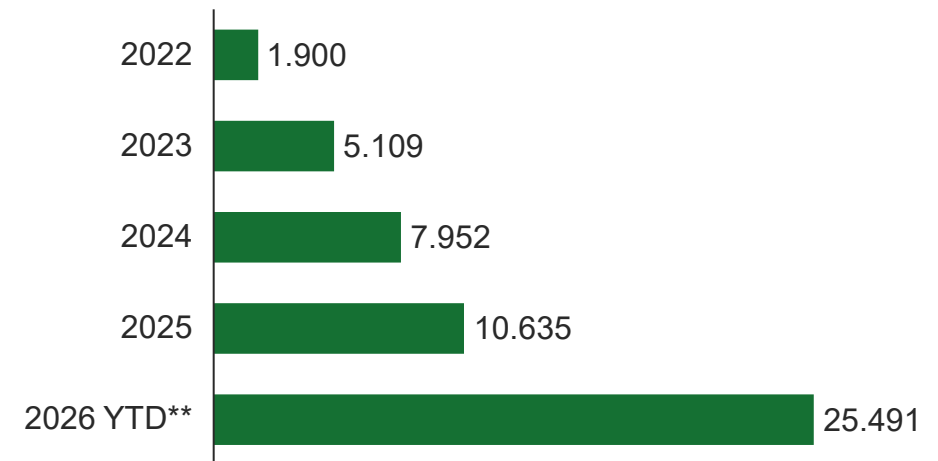
Delignit share price development moving sideways

SHARE DEVELOPMENT / TRADING VOLUME

 **Delignit share development***



Delignit share
Ø daily trading volume



*01.01.2026 – 27.03.2026; Xetra Scale all share, price index
** YTD 02/26, all german trading floors

Delignit | Questions & Answers



Market leader

for cargo bay protection and securing systems for LCVs

Sustainable business model since 1799

through focus on ecological materials and system solutions

Long-lasting order book

as basis for sustainable and profitable growth

High organic growth potential

through strong niche positioning in attractive growth markets

Experienced management team

with extensive experience in both renewable raw materials and the automotive industry



Markus Büscher
CEO



FACTSHEET

COMPANY

Under the Delignit brand name, the Delignit AG develop, manufacture and sell ecological materials and system solutions from renewable natural resources. In its capacity as a development, project, and serial provider for such technology sectors as the automotive and railway industry, the Delignit Group focuses its activities on developing and executing technological and customized applications based largely on beechwood. The company was founded over 200 years ago and is listed in the Scale segment of the Frankfurt's Stock Exchange

MANAGEMENT BOARD

Markus Büscher (CEO)
Thorsten Duray (CSO)

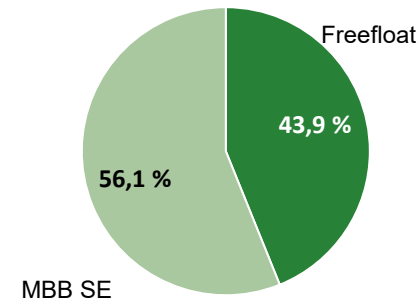
SUPERVISORY BOARD

Gert-Maria Freimuth (chairman)
Anton Breikopf (deputy chairman)
Bettina Hausmann

FULLY-CONSOLIDATED COMPANIES (share)

Blomberger Holzindustrie (100 %)
DHK automotive (100 %)
Delignit North America (100 %)
Delignit Immobiliengesellschaft (100 %)
Delignit Technologies Italia S.r.l. (100 %)

SHAREHOLDER STRUCTURE



FIGURES (in € thousand)

	2010*	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenue	25,651	30,628	34,140	35,299	42,718	44,402	48,565	52,683	60,273	64,360	58,693	68,328	75,358	86,050	65,133	64,518
EBITDA	1,383	2,077	3,079	3,468	3,517	3,455	3,722	4,865	5,639	4,817	5,619	5,641	6,550	7,055	3,784	5,153
EBIT	621	1,285	2,217	2,448	2,037	1,964	2,360	3,132	4,024	2,328	3,030	3,315	4,136	4,720	1,583	2,789
Consolidated results	388	725	1,249	1,731	1,031	1,107	1,448	1,928	2,572	1,399	2,083	2,337	2,772	3,239	1,105	1,950
Operating cash flow	1,081	2,704	2,151	1,964	786	1,594	1,831	3,390	-245	5,864	6,264	-1,073	4,282	6,772	6,043	2,568
EPS in €**	0,05	0,09	0,15	0,21	0,13	0,14	0,18	0,24	0,31	0,17	0,25	0,29	0,27	0,32	0,11	0,19
Balance sum	21,975	22,497	21,365	25,975	26,747	29,574	32,471	32,548	38,325	40,149	37,850	39,566	41,773	48,481	47,776	46,807
Equity	9,052	9,768	10,506	11,952	12,673	13,677	14,777	16,508	18,646	19,602	21,671	23,803	26,684	36,862	37,269	38,291
Equity ratio	41.2%	43.4%	49.2%	46.0%	47.4%	46.2%	45.5%	50.7%	48.7%	48.8%	57.3%	60.2%	63.9%	76.0%	78.0%	78.8%
Net Debt (-) / Net Cash (+)	- 4,039	- 1,858	- 712	- 1,887	- 2,356	- 2,402	- 4,457	- 4,038	- 7,824	- 9,576	- 3,658	- 6,430	- 5,078	5,918	7,097	7,532
Employees****	178	202	213	258	268	294	318	330	361	413	399	396	440	434	373	373

CONTACT

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* Adjusted for the deconsolidation of the Romanian holdings
** EPS since 2022 calculated based on 10.242.375 shares
*** 30.03.2016 – 27.03.2026 / DAX Kursindex
**** Employees incl. leased labour (FTE)

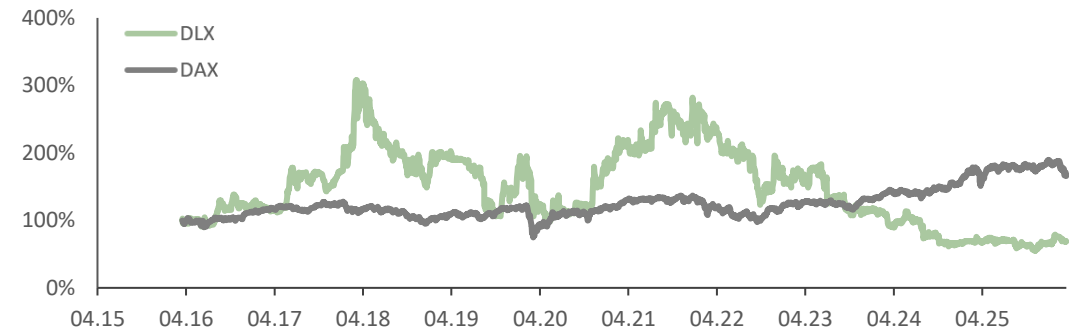
BASIC SHARE DATA

ISIN DE000A0MZ4B0
Class of shares Ordinary share
Reuters code DLX
Admission segment Scale
Number of shares 10.242.375

FINANCIAL CALENDER

27 Jan 2026 ODDO Small & Mid Cap Conference
31 Mar 2026 Annual report
18 Jun 2026 Annual general meeting
Aug 2026 Half-year report
Aug 2026 Hamburger Investorentage
31 Dec 2026 End of fiscal year

SHARE PRICE PERFORMANCE*** (10 YEARS)



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