Delignit
AKTIENGESELLSCHAFT

Ecological material for technological applications



Delignit AG – Resilience & Sustainability since 1799

Company Presentation | Münchner Kapitalmarktkonferenz

Agenda



1. **Business model**
2. Financials 9m 2026
3. Guidance 2026
4. Further Outlook
5. Delignit share

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

HISTORICAL HESITAGE / BEECH TIMBER STOCK / ESG ARGUMENTS FROM DELIGNIT

225 years

2025 Founding of the Delignit Technologies Italia S.r.l.

2024 Founding of the Delignit Technologies (Beijing) Co., Ltd.

2019 SOP Delignit North America Inc.

2013 Acquisition of DHK automotive GmbH



2007 Initial public offering (IPO)

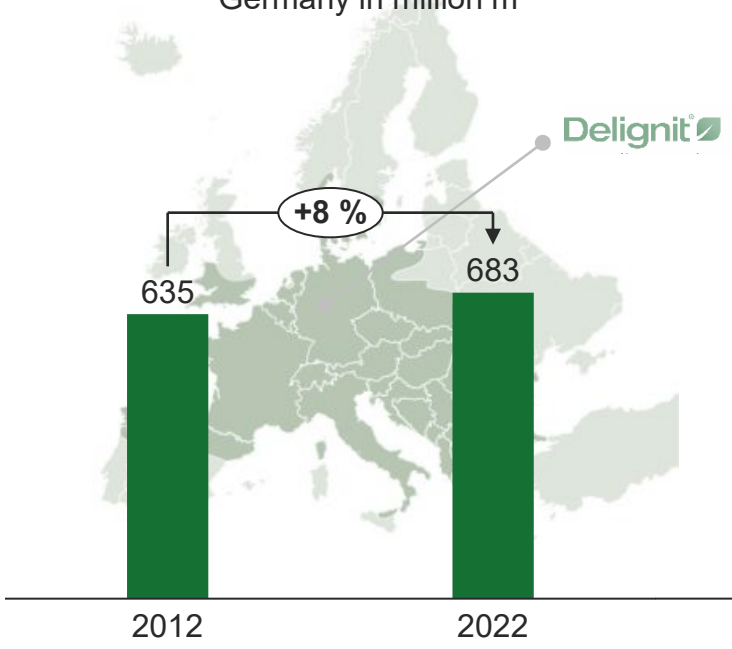
1893 Invention of beech plywood



1799 Founding in Blomberg, Germany

Main raw material: Fagus sylvatica

Growing regions & timber stock Germany in million m³



Delignit Code of Conduct

Code of Conduct ensures to act in line with social, ecological and governmental standards

EPD

Climate-positive effects through carbon storage in wooden products

„…there is much to suggest that **beech can maintain and expand its place in the forests** despite the changing climatic conditions…“

Source: Dr. Silvius Wodarz Stiftung

Beech log demand is **covered within a radius of 150 km** around Blomberg

Only as much wood as grows back in the forests is used for processing

Quelle: BMEL, Bundeswaldinventur 2022; Stand 06/2025

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Delignit key end-markets are underpinned by long-term and sustainable growth drivers

BUSINESS UNITS / GROWTH DRIVERS

Key growth drivers

Automotive

- Growing e-commerce **drives demand for light commercial vehicles** (LCV) with **8.0% CAGR until 2033***
- E-Mobility trend in LCV market with **>15% CAGR for eLCV's until 2045**** drives **demand for ecological lightweight system solutions**
- **Continued demand** for flexible independent travelling with **>14 % CAGR until 2034*****





Technological Applications

- **Continued urbanization** and **government funding** drives demand for railway industry
- Retailers' investments in increasing offerings and service levels drive **warehousing and distribution market**
- Wide range of applications **for structural investments such as energy infrastructure** or security & defence





* Source: Market Data Forecast, Europe, 2026
** Source: IDTechEx, Global, 2026
***Source: Market Data Forecast, Europe, 2026

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Delignit strengthens its market approach for Railway and accesses Marine applications

DELIGNIT ITALIA | LEASE AGREEMENT | MARKET APPROACH

Delignit Technologies Italia S.r.l.

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

Feburary | Start of operations
July | prolongation until 01/2027

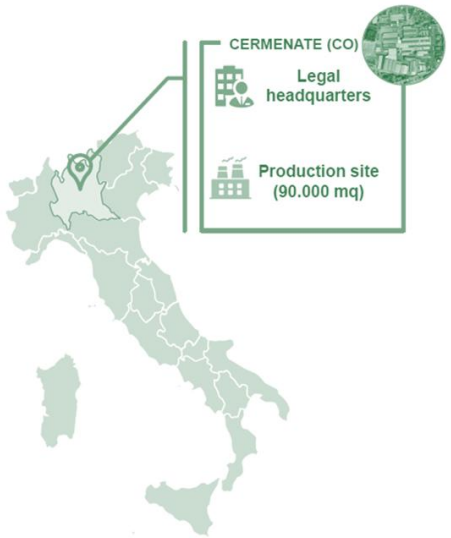
TARGET MARKETS

Rail



Marine





Spotlight: Market approach railway industry





COMBINED INDUSTRIAL AND RAILWAY EXPERTISE

MATERIAL DEVELOPMENT → PANEL PRODUCTION → PROCESSING → RAILWAY ENGINEERING → READY-TO-INSTALL SYSTEM



ALSTOM · SIEMENS · TRENITALIA · KINKI SHARYO · HITACHI RAIL · STADLER · DB Deutsche Bahn · SBB CFF FFS

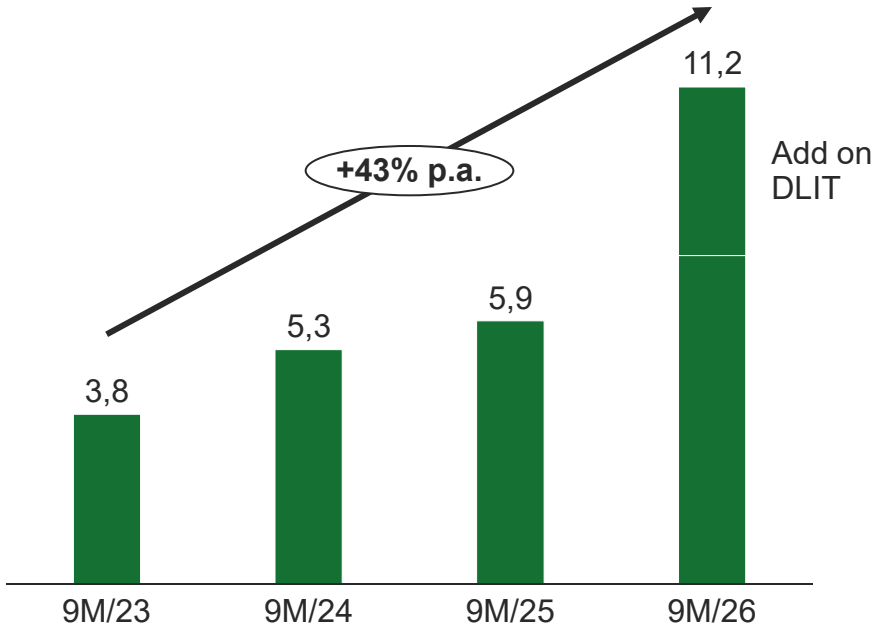
Delignit **1799** Delignit industrial heritage
\+
BELLOTTI **1927** Bellotti material and transport experience
=
Delignit naturally superior since 1799 / BELLOTTI L'EVOLUZIONE DEL LEGNO **2026+** Railway expertise integrated into DLIT

Revenue from technological applications almost doubled in 2026 thanks to strong core markets and market entry Italy

REVENUE DEVELOPMENT TECHNOLOGICAL APPLICATIONS | GROWTH DRIVER YTD 09/26

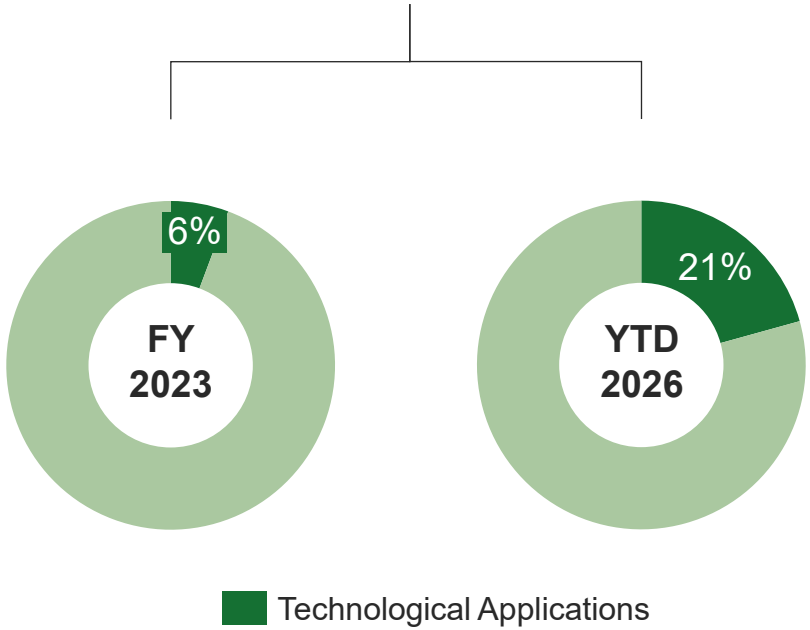
Revenue development

Technological Applications in € million



Revenue share

Technological Applications in %

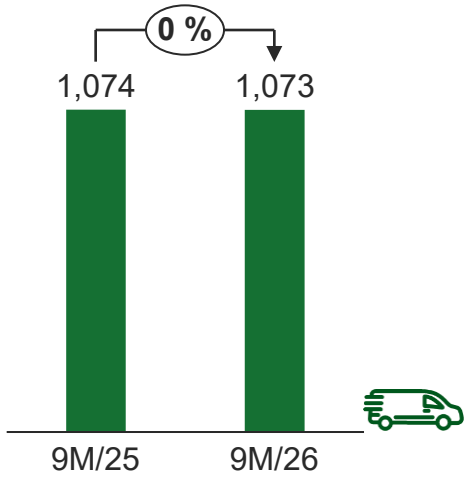


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Stable EU van registrations as of Q3-26, while Germany and the motor caravan market were still below prior year figures

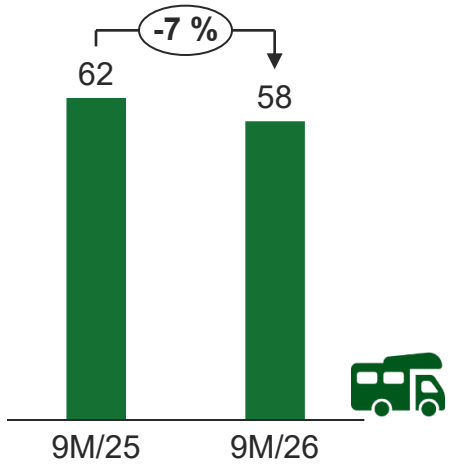
REGISTRATION FIGURES LCV & MOTOR CARAVAN / ORDER BACKLOG AUTOMOTIVE INDUSTRY

LCV registrations
in k units



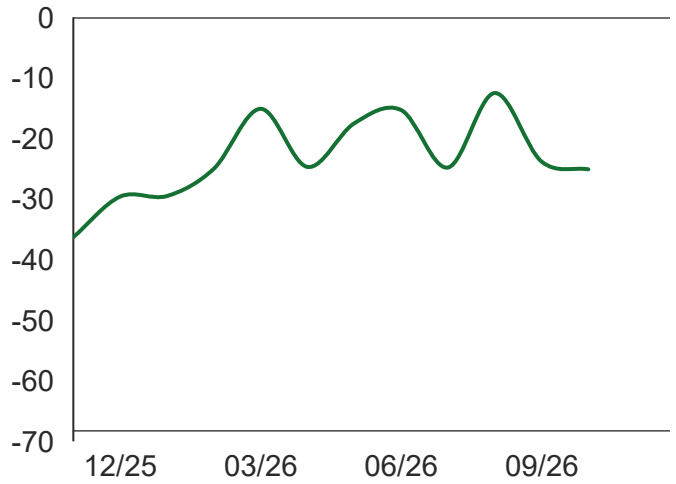
acea
European Union

Motor caravan registrations
in k units



CIVD
Germany

Order backlog
in german automotive industry

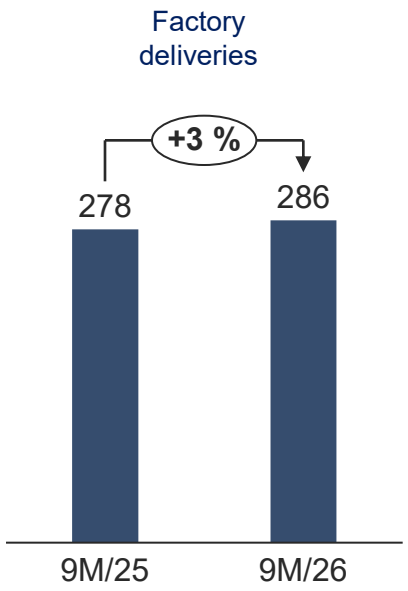


ifo INSTITUTE
Konjunkturperspektiven 10/2026

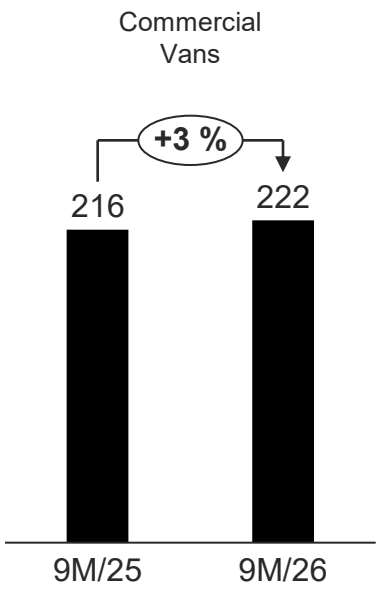
Slightly positive figures from German OEM, e-LCV market is growing continuously strong

BUSINESS DEVELOPMENT MAJOR GERMAN OEM & E-LCV

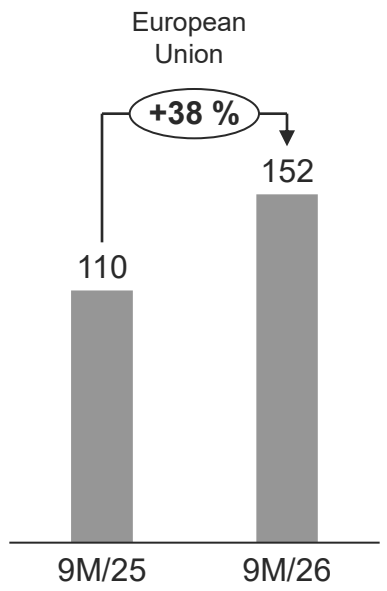
Volkswagen Nutzfahrzeuge
in k units



Mercedes-Benz Vans
in k units



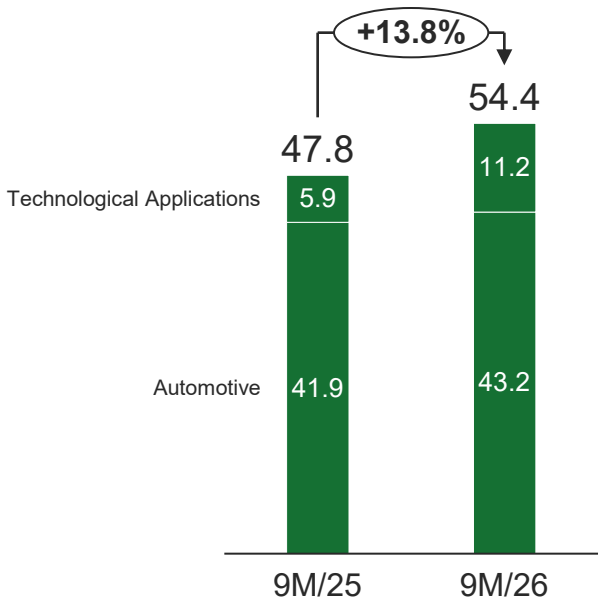
EU: e-LCV
in k units



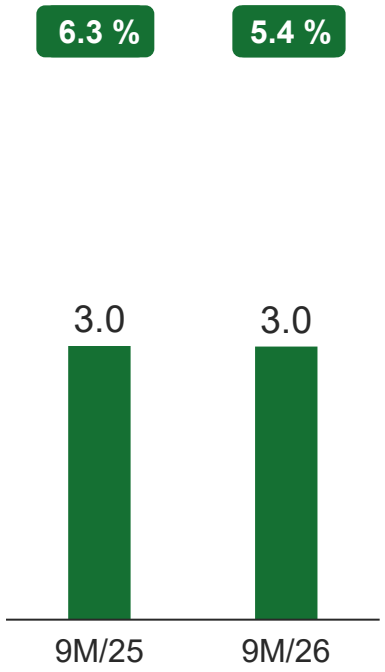
Strong increase in revenues, profitability in Q3 in line with the usual summer seasons

REVENUE AND EBITDA | KEY STATEMENTS

Revenue
in € million



EBITDA
in € million / %



Key statements

- **Strong revenue growth** in the technological applications market
- **Automotive target market is contributing to growth**
- **Temporary profit dilution** resulting from anorganic growth
- **Planned summer shutdowns in Q3/26** from major OEM customers impacting Q3 results
- **Material price increases** due to inflation trends for energy as well as raw materials

Agenda

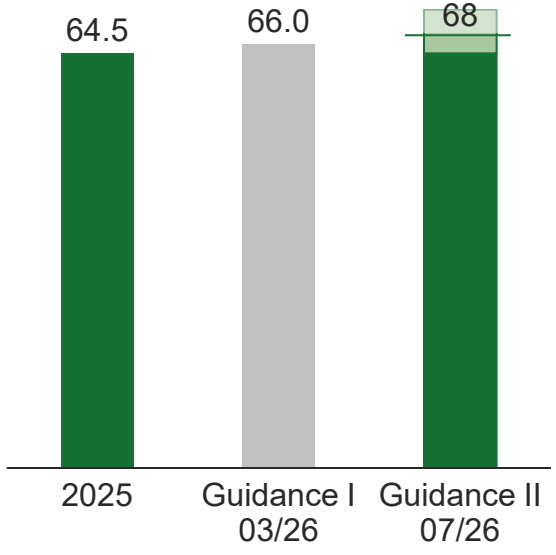


- Business model
- Financials 9m 2026
- **Guidance 2026**
- Further Outlook
- Delignit share

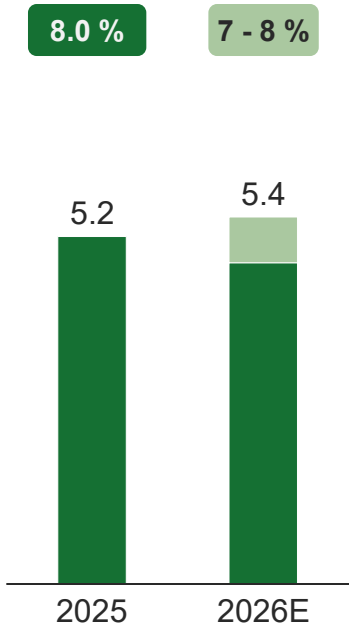
Cautious revenue guidance of € 68 million, EBITDA margin of 7 - 8 % still confirmed

REVENUE & EBITDA | GUIDANCE IMPACTS

Revenue
in € million



EBITDA
in € million / %



corridor

Guidance impacts

- **Automotive OEM production plans** indicates increasing volumes during the year
- **A tailored, streamlined personnel structure** without the exceptional expenses typical of the sector
- **Cost inflations from personnel and material cost increases** (passing on to the market stays a challenge)
- **Very fragile macroeconomic environment** and high geopolitical risk

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Delignit´s strategy: growth based on technology leadership in attractive niches

ELEMENTS OF DELIGNIT GROWTH STRATEGY

01 Technology leadership

Innovative solutions

Light-weight products

Sustainable materials

02 Product diversification

Cross-selling

More revenues per vehicle



04 M&A strategy

Technology

Internationalization

>€ 10 m revenues

03 Geographic diversification

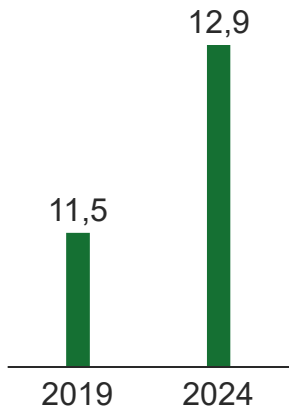
Transfer of existing product solutions to new geographic markets

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

KEY MARKET DRIVERS OVERVIEW

Growth drivers LCV

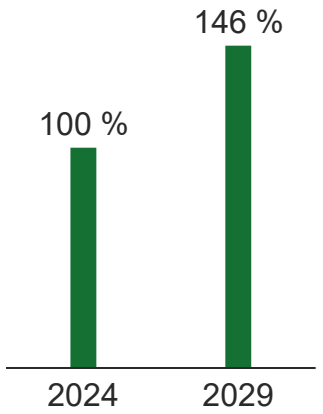
Overaged fleets



Ø-age in Europe

ACEA, 01/2026

Market forecast

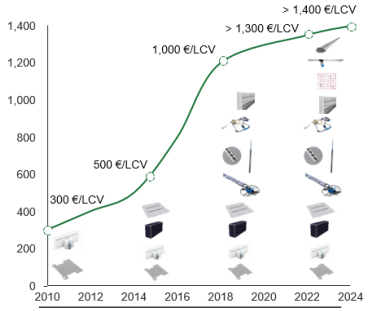


8.0 % CAGR in Europe

Mordor intelligence, 2026

Product approach

Revenue per vehicle



Delignit sales strategy

Delignit Strategy

E-mobility

eLCV registrations EU in k units

eLCV sales worldwide in k units

ACEA, 01/2026 IDTEchEx, 2025

Sales funnel Delignit

OEM fleet I
New eLCV generation OEM I

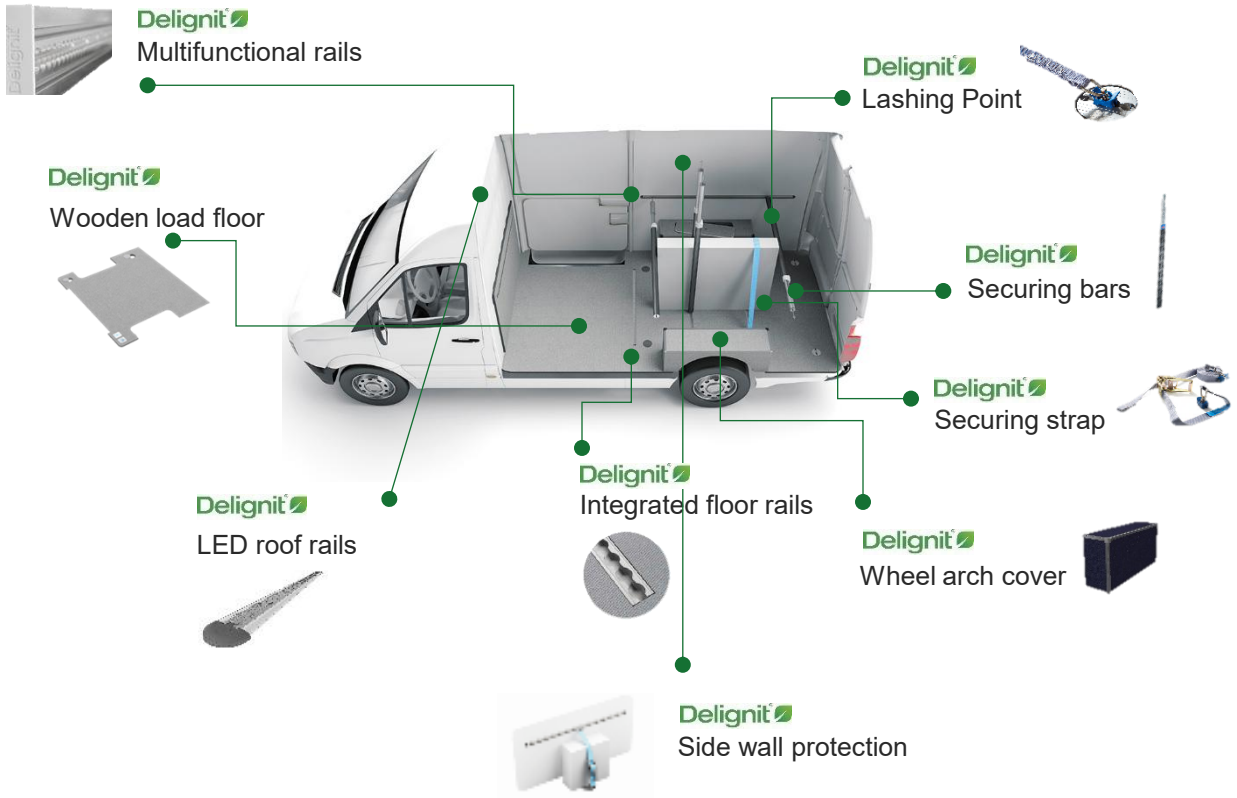
OEM fleet II
New eLCV generation OEM II

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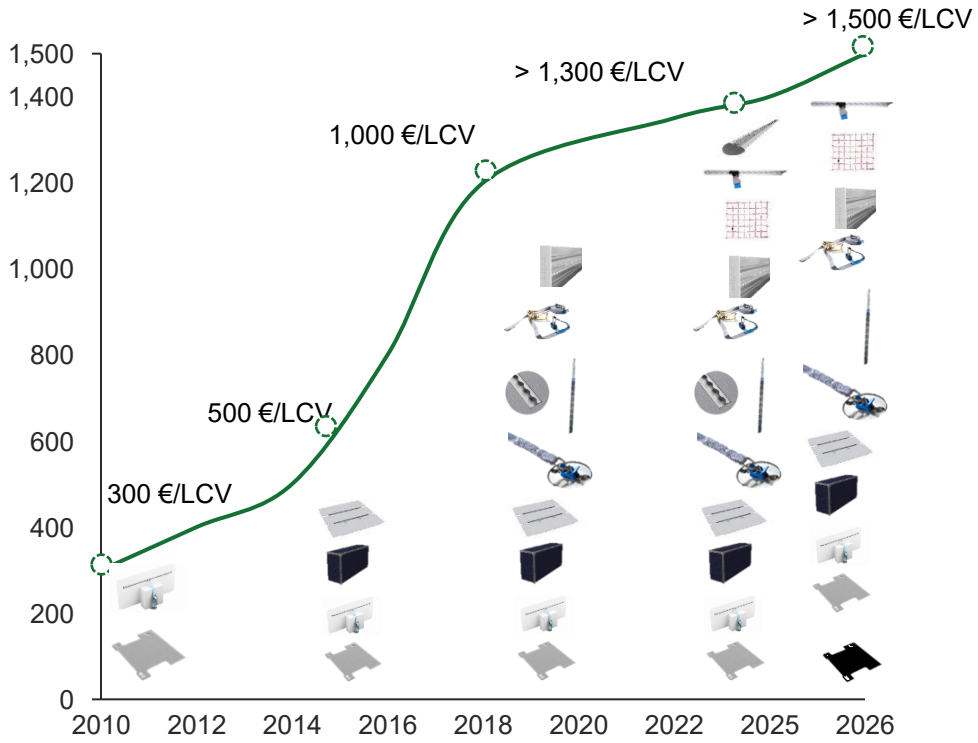
Delignit offers one-stop-shop solutions to the LCV-OEM market following a “more revenues per vehicle strategy”

DELIGNIT PRODUCT PORTFOLIO IN LCV MARKET / REVENUE PER VEHICLE

Delignit LCV solutions



Revenue per vehicle



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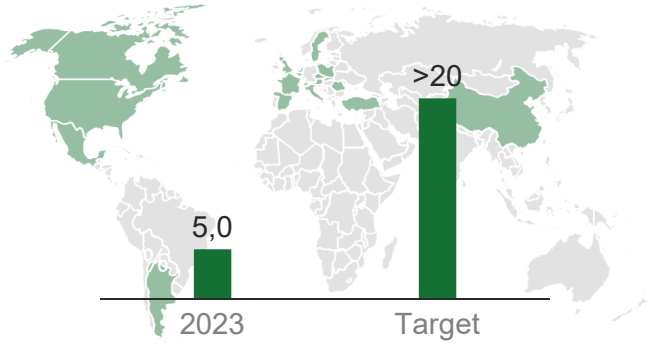
The dynamic growth in the Technological Applications market segment is set to continue

GROTH DRIVER TECHNOLOGICAL APPLICATIONS | INTERNTAIONAL EXPANSION

Growth driver
Technological Applications

Strategic revenue target

Revenue in € million p.a.



Energy infrastructure



Market penetration

Security & Defence



Market development

Railway



Market penetration

Marine



Market development

Internationalisation of the business model with a focus on

Core competence Delignit Technologies Italia S.r.l.

Spotlight: Use cases for Security & Defence Applications

SELECTED MATERIAL-BASED PROTECTION USE CASES



Military troop vehicle

Protected wall and floor panels



Public buildings

Discreet interior wall reinforcement



Protective field container

Modular wall protection
(medical shelter)



ATM housing

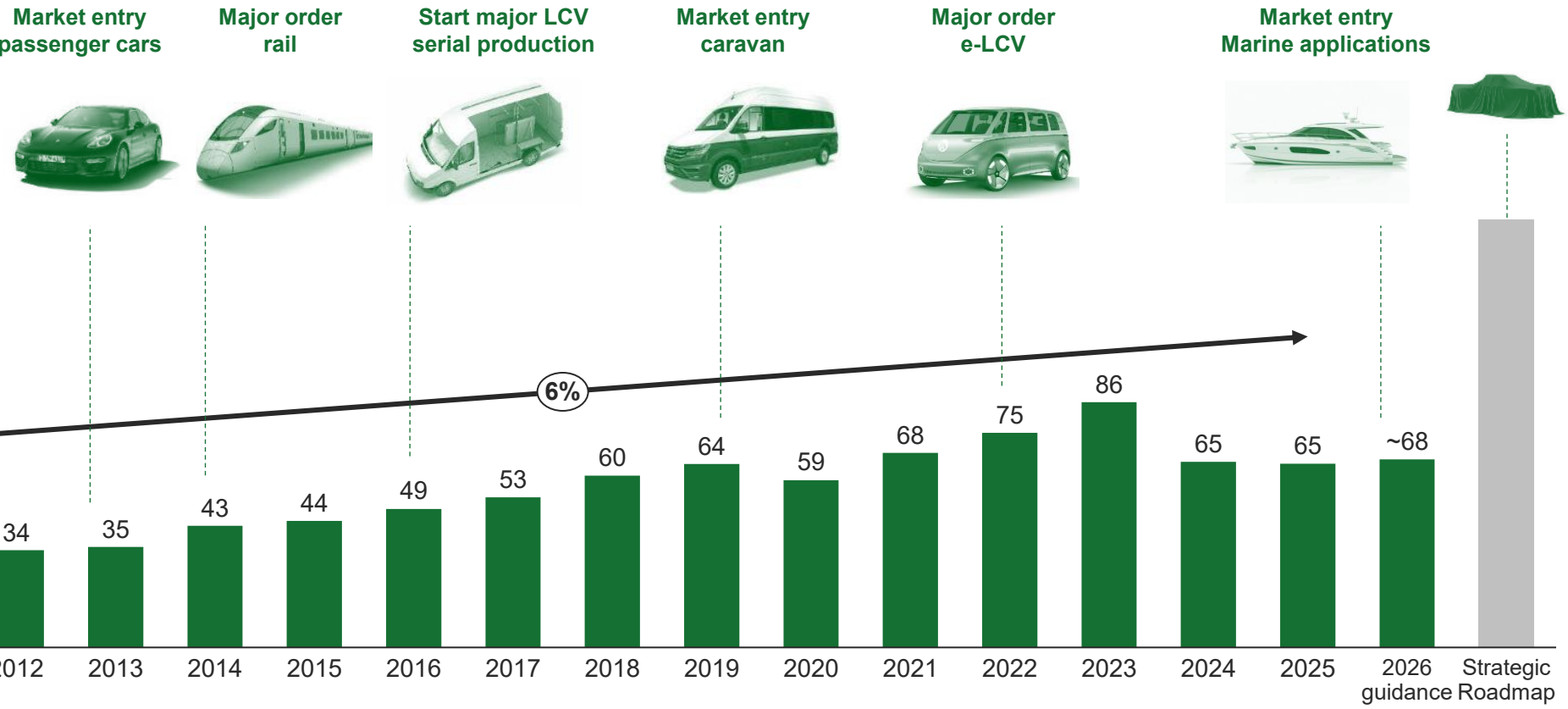
Blast-related protection

Wood-based protection concepts can reduce weight compared with steel-based solutions while enabling modular integration, repairability and on-site processing.

Strategic direction is clear: aim to return to the double-digit growth path that has lasted more than a decade

GROWTH PATH / STRATEGIC ROADMAP

EBITDA-Margin	5.4 %	4.2 %	6.3 %	9.4 %	8.0 %	7.5 %	7.5 %	9.2 %	9.3 %	7.1 %	9.8 %	8.0 %	8.7 %	8.2 %	5.7 %	8.0 %	7–8%	>10 %



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

Agenda

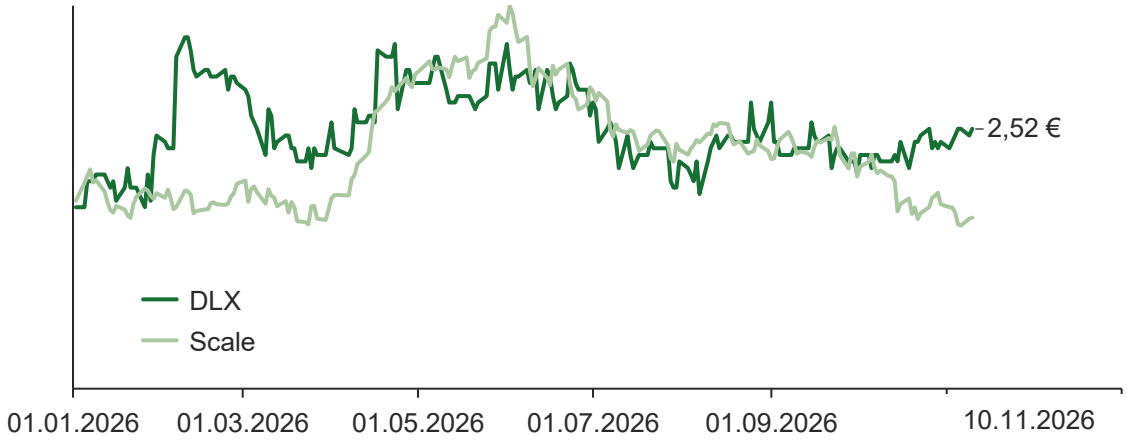


- Business model
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- **Delignit share**

Strengthened investor relations activities

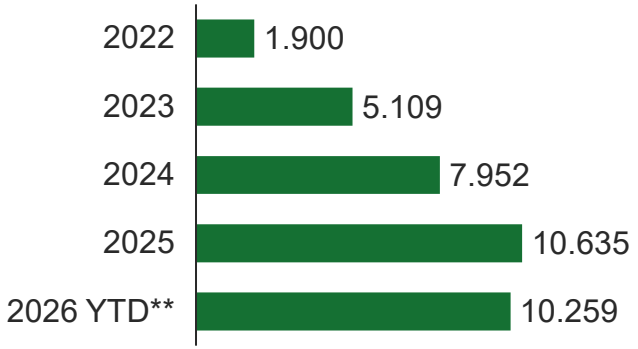
SHARE DEVELOPMENT / TRADING VOLUME / FINANCIAL CALENDAR

Delignit share development*

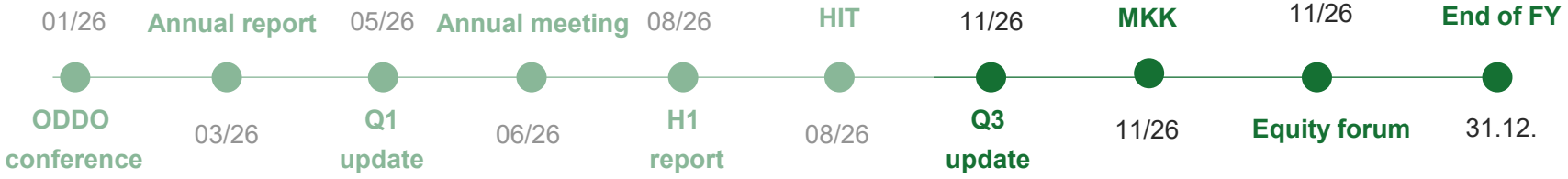


Delignit share

ø daily trading volume



Financial calendar



*01.01.2026 – 12.08.2026; Xetra Scale all share, price index

** YTD 10/26, all german trading floors



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



Jannik Rehmsmeier
CFO

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FACTSHEET

Delignit
AKTIENGESELLSCHAFT

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)
Jannik Rehmsmeier (CFO)

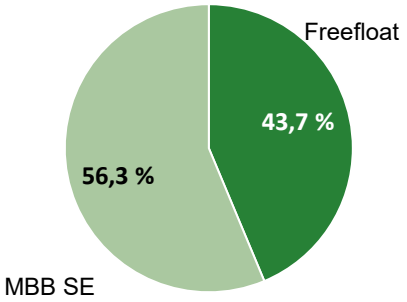
SUPERVISORY BOARD

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

FULLY-CONSOLIDATED COMPANIES (share)

Blomberger Holzindustrie GmbH	(100 %)
DHK automotive GmbH	(100 %)
Delignit North America Inc.	(100 %)
Delignit Immobiliengesellschaft mbH	(100 %)
Delignit Technologies Italia S.r.l.	(100 %)
Delignit Technologies (Beijing) Co., Ltd.	(100 %)

SHAREHOLDER STRUCTURE



FIGURES (in € thousand)

	2010*	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026E
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	68,000
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	7-8%
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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Email: info@delignit.com

* Adjusted for the deconsolidation of the Romanian holdings
** EPS since 2022 calculated based on 10.242.375 shares
*** 10.11.2016 – 11.11.2026 / DAX Kursindex
**** Employees incl. leased laybour (FTE)

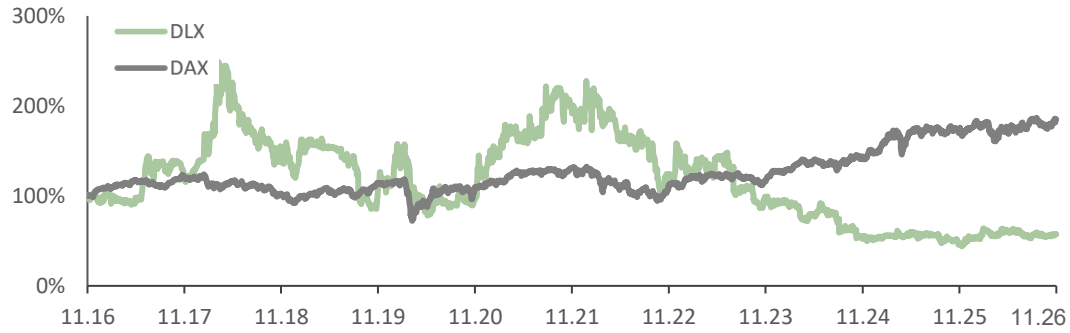
BASIC SHARE DATA

ISIN	DE000A0MZ4BO
Class of shares	Ordinary share
Reuters code	DLX
Admission segment	Scale
Number of shares	10.242.375

FINANCIAL CALENDER

Nov 2026	Münchner Kapitalmarktkonferenz
Nov 2026	Quarterly results Q3/26
Nov 2026	Eigenkapitalforum
31 Dec 2026	End of fiscal year

SHARE PRICE PERFORMANCE*** (10 YEARS)



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

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