



Frankfurt/Main, March 2025

## Corporate Presentation

# Management team with more than 40 years of combined experience in private equity with comprehensive CFO background

**Tom Alzin**

Spokesman of the Board of Management



**Joined DBAG in 2004**  
**Member of the Board of Management since 2021**  
**(appointed until Feb 2026)**

Main responsibilities:

- ▶ Strategy and Business Development
- ▶ Investment Business
- ▶ Long-Term Investments
- ▶ Investor Relations
- ▶ Market Development Italy

**Jannick Hunecke**

Member of the Board of Management



**Joined DBAG in 2001**  
**Member of the Board of Management since 2021**  
**(appointed until Feb 2026)**

Main responsibilities:

- ▶ Investment Business
- ▶ Portfolio Valuation
- ▶ Human Resources
- ▶ ESG

**Melanie Wiese**

Chief Financial Officer



**Joined DBAG in 2023**  
**Member of the Board of Management since 2023**  
**(appointed until Dec 2025)**

Main responsibilities:

- ▶ Finance, Tax and Accounting
- ▶ Legal/Compliance/Risk Management
- ▶ Organization/IT

# What are we talking about today?

DBAG acquires Mittelstand companies ...

Profitable business with strong market position



Within sector focus in structurally growing markets



Headquartered in DACH or Northern Italy



... in promising situations

Family-owned business facing succession issues



With high value creation potential



Via bilateral transactions



... being Germany's pre-eminent mid-market PE-firm

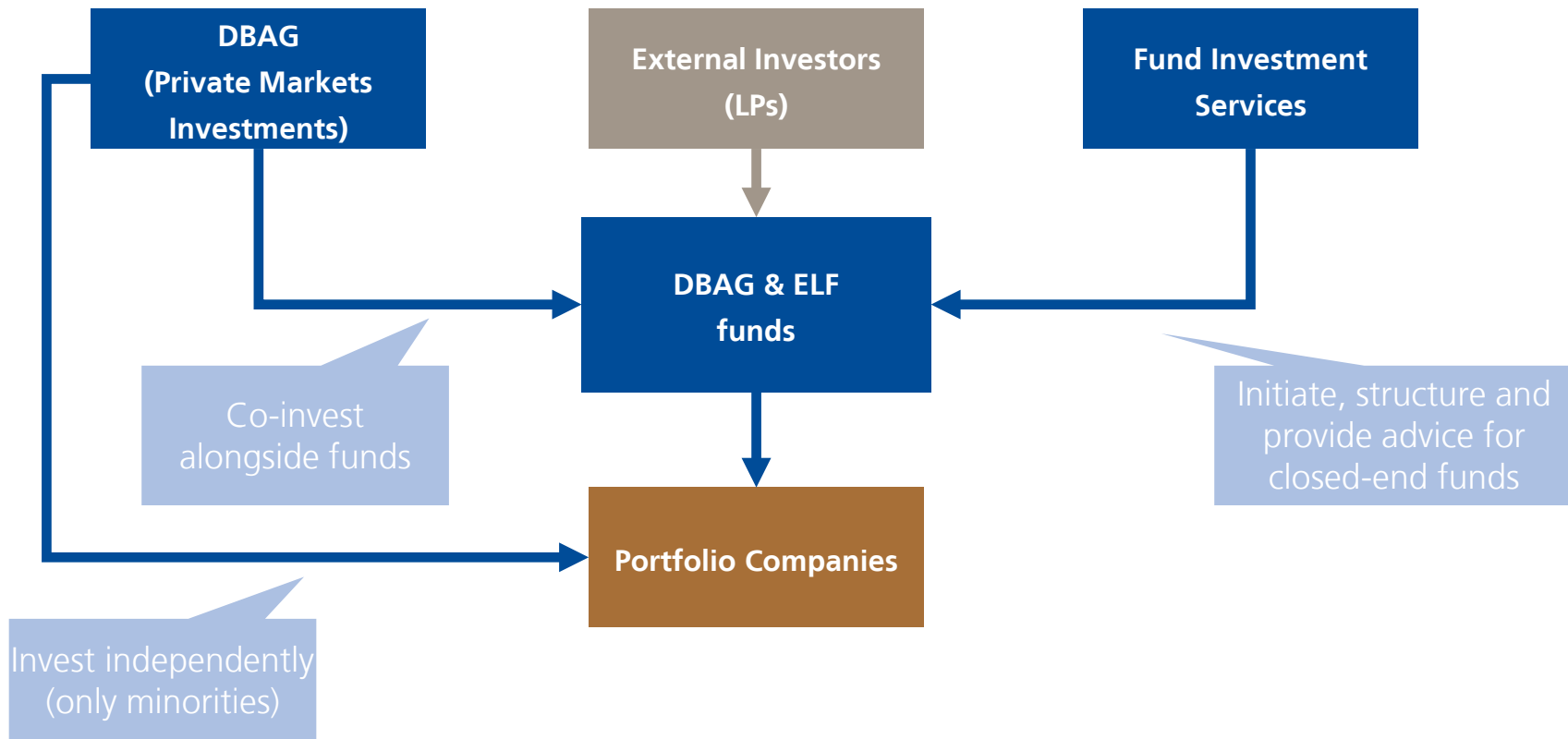
18 deals  
in last 4 years

94%  
within sector focus

66 add-ons  
in last 4 years

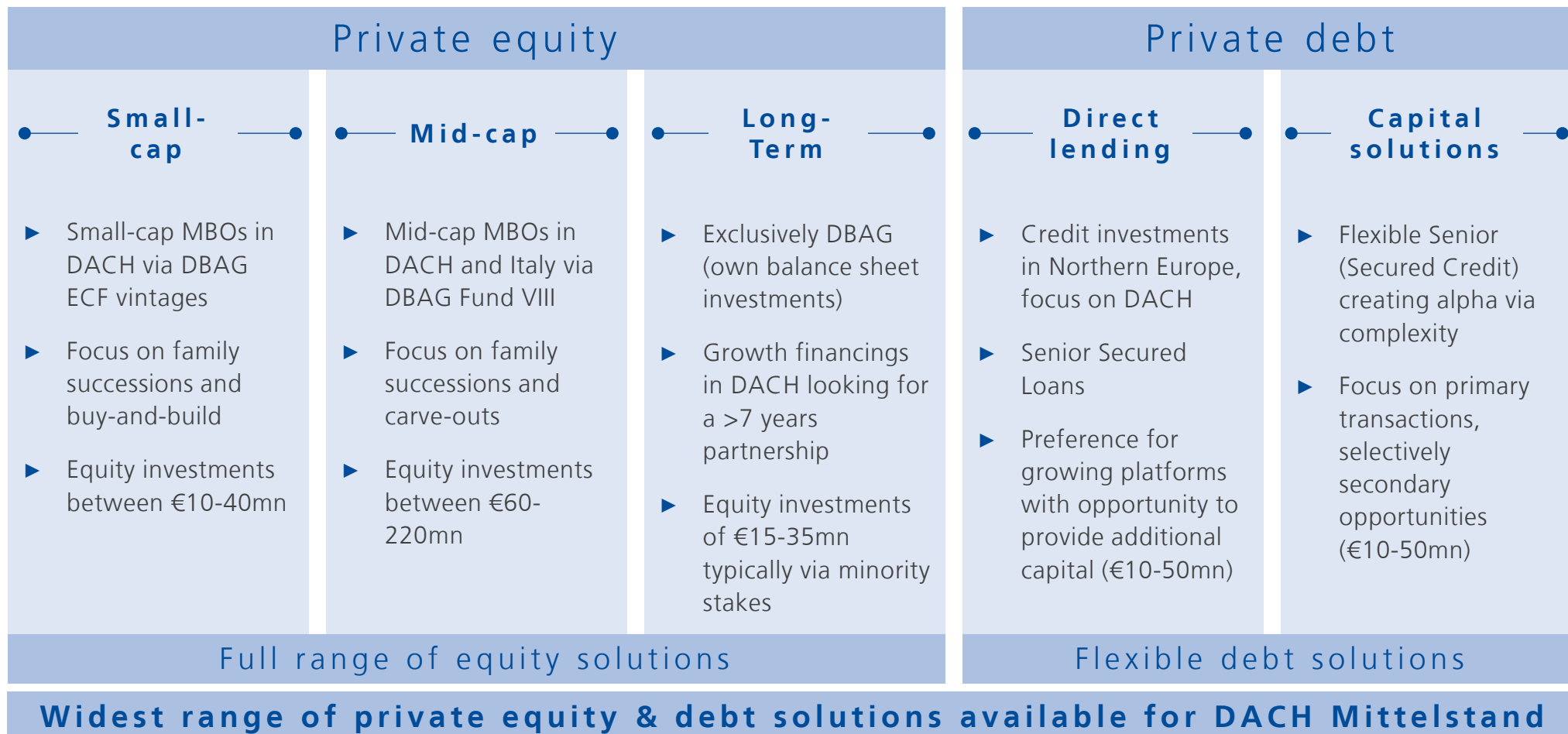
# Diversified earnings streams from investments as well as recurring management fees

- ▶ Value-enhancing investment strategies in private markets with focus on family-owned businesses
- ▶ Fund investment services business generating highly visible cash flows covering >100% of DBAG's fixed cost<sup>1</sup>



<sup>1</sup> Personnel expenses and other income / expenses

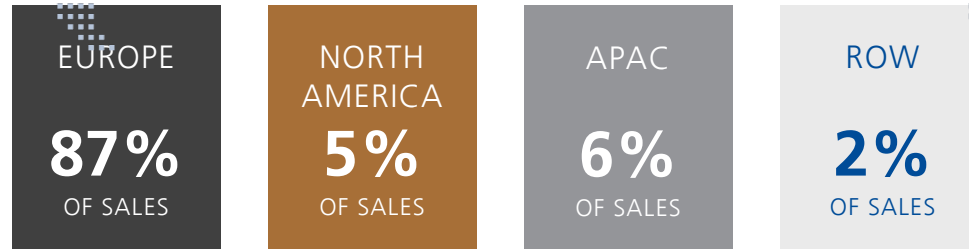
# Full range of Private Equity & Debt solutions for DACH Mittelstand Corporates



# Private equity: Investment strategy focusing on key sectors in DACH and Italy



## DBAG's private equity portfolio is rooted in Europe...

- ▶ DBAG invests in leading mid-cap companies with development potential in the DACH region and Italy



## ...but globally active

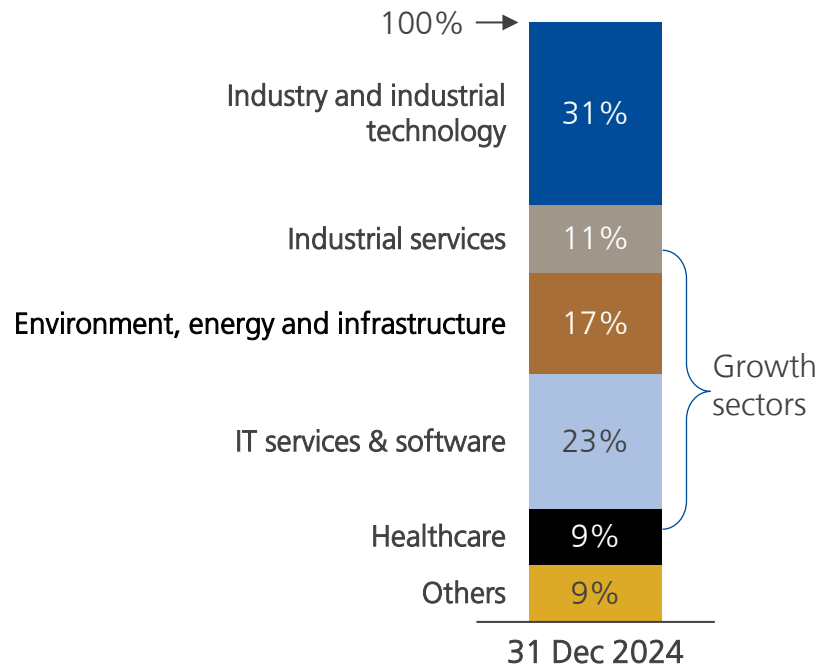
- ▶ Broadly diversified across industries
- ▶ More than two thirds of the portfolio companies are globally active
- ▶ 36 portfolio companies stand for ca. €5bn revenues generated from more than 100 countries

 = Offices of DBAG  
 = HQs of DBAG portfolio companies



# Private equity: Sectors and diversification

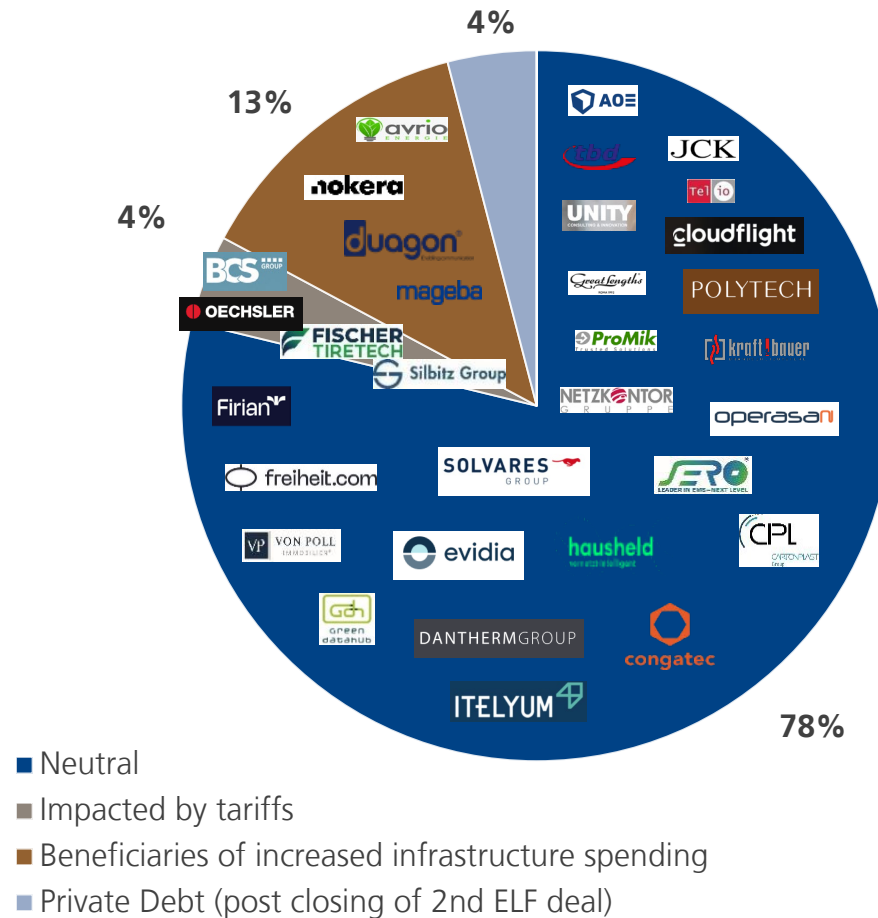
Diversification by sectors (% of total portfolio value)



Diversification by portfolio companies (% of total portfolio value)



# Portfolio by impact of current events (tariffs, increased infrastructure spending)





# What makes DBAG special?

As the “founding” institution of private equity in Germany, DBAG is perfectly positioned to unlock the potential of Mittelstand companies in German-speaking Europe and Italy. Throughout market cycles, the team has consistently delivered great results based on a stringent investment strategy

DBAG is a household name, uniquely aligned with its LPs

>50 years

of investing in mid-market companies

Listed

since 1985

€2.8bn

assets under management / advise

...with an excellent track record

58

realized transactions

2.4x

gross Money-Multiple<sup>1</sup>






35.2%

gross IRR<sup>1</sup>

<sup>1</sup> All transactions completed by DBAG and its affiliates (as manager and adviser) from 1995 until 2024

# Private equity: Who is the wider team of the DBAG platform?

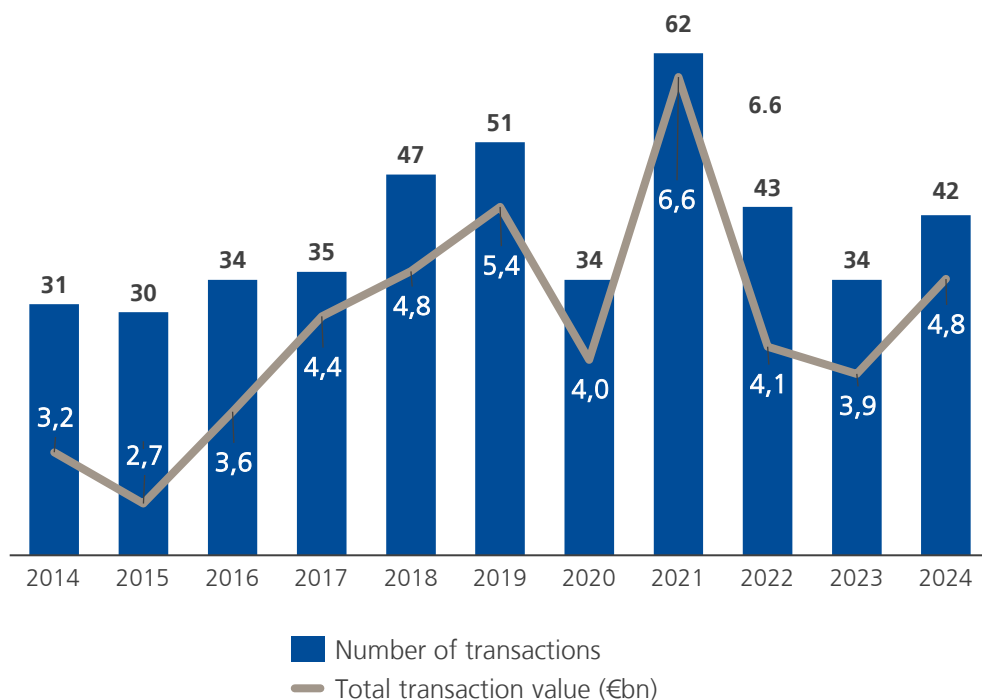
- ▶ **Investment Advisory Team of 36 (senior members with 18 years of average private equity experience):** strong alignment of interest through co-investment by senior team members worth €25mn and highly incentivised by carried interest
- ▶ **Supported by “Executive Circle” network:** consisting of experienced group (>80 individuals) of industrial partners and senior advisers sourcing deals and chairing supervisory boards in portfolio companies

36 Investment advisory professionals	14 years of ø tenure with DBAG of 13 (Managing) Partners	>320 years of combined PE experience
		
Board of management		
		
ECF team	Mid-market team	
		
long-term investment team		

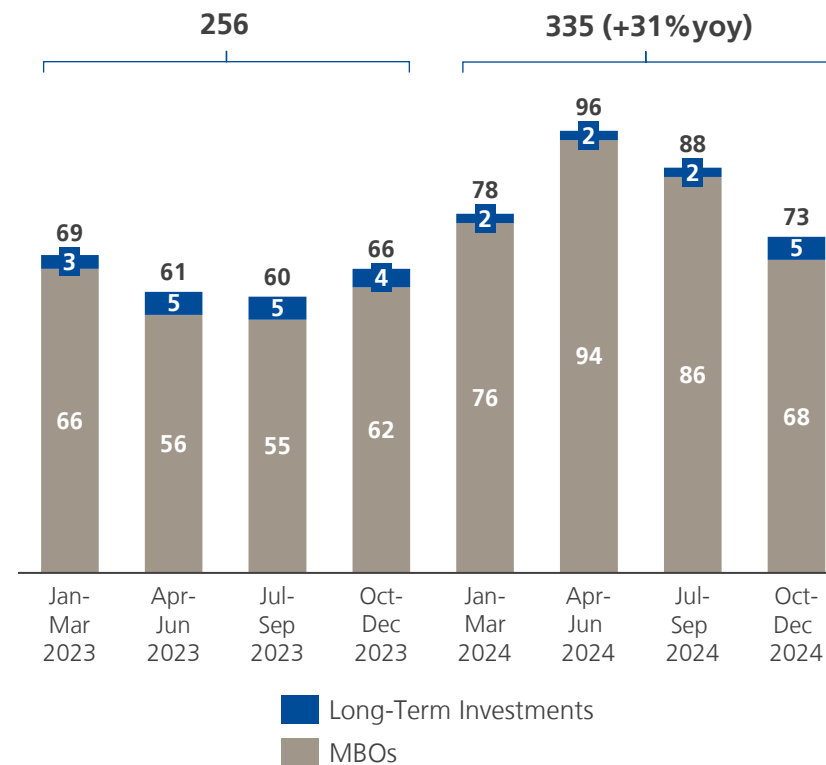
>70 years of PE experience of 6 senior inhouse functions	>80 (ex) C-level professionals as Executive Circle
	
Inhouse functions	Legal
	
Business development	Research Financing Portfolio management
Executive circle	CEO CFO CSO
Entrepreneurs Founders Functional experts	CIO COO

# Private equity: Long-term, structurally growing market

Number of German MBOs and transaction volume<sup>1</sup>  
(mid-market segment, €50-250mn)



Number of DBAG investment opportunities screened by quarter<sup>2</sup>



<sup>1</sup> Sources: FINANCE, DBAG

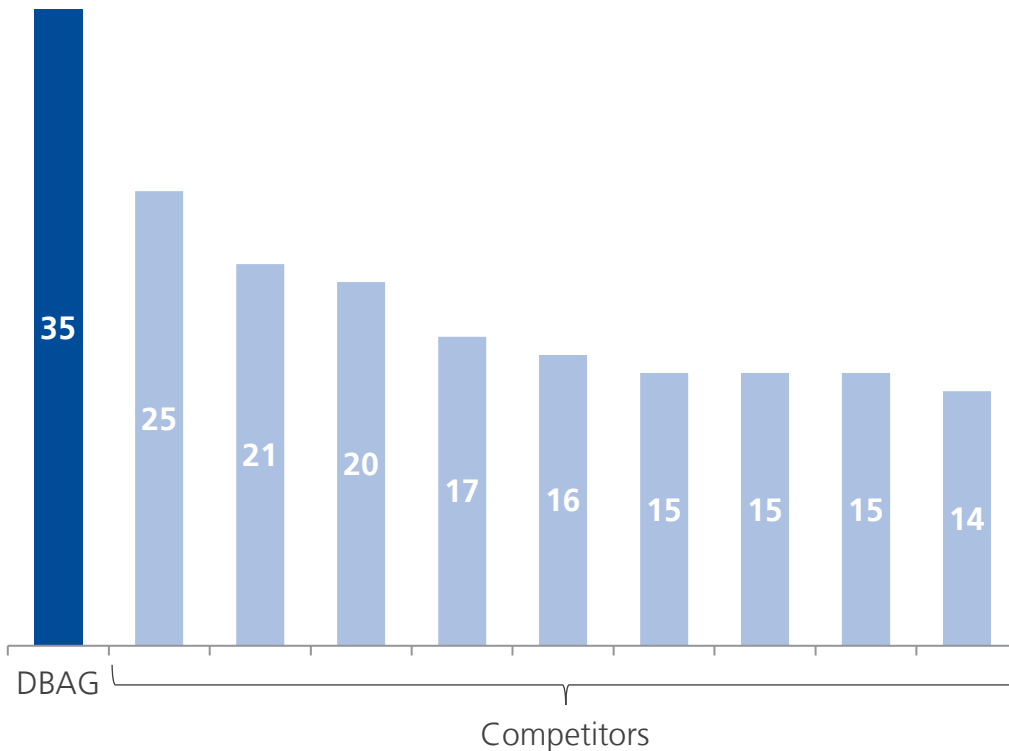
<sup>2</sup> Source: DBAG

# SME sector in DACH with foreseeable successions provide plenty of private equity opportunities to invest



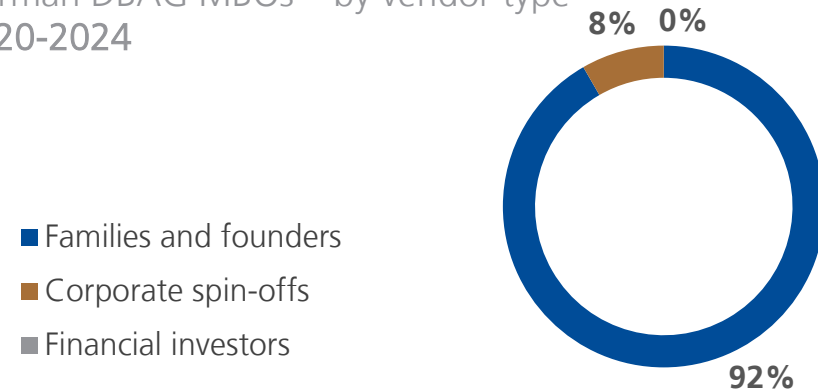
# Market-leading position in private equity; High proportion of family successions reflecting DBAG's reputation

# of transactions in German MBO market by PE company, 2010-2024 (enterprise value €50-250mn)

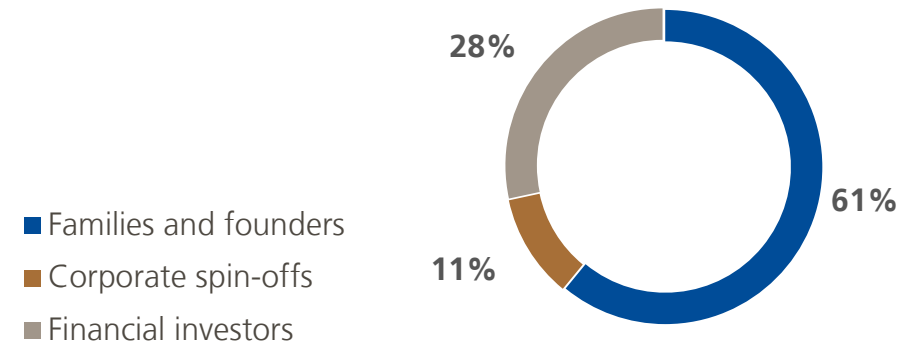


Source: FINANCE, DBAG

German DBAG MBOs – by vendor type 2020-2024



German mid-market MBOs – by vendor type 2020-2024



# DBAG able to confirm strong long-term track record even in recent slowish M&A environment

Strong and consistent long-term investment returns ...

**2.4x**  
gross Money-Multiple

Successful track record of 58 fully or partially realised transactions over 1995-2024

... more than confirmed through in recent exits

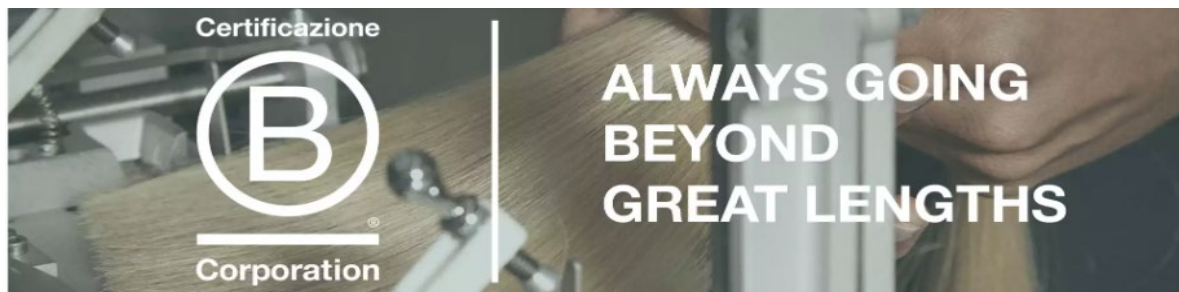
**3.0x**  
gross Money-Multiple

5 most-recent exits



SOLVARES GROUP, intech, BTV Multimedia Group, GMM Pfaudler, RS Group

# Case study – fourth platform deal in Italy



Italian leader in premium natural hair extensions for professional stylists

Closed in December 2024

Family vendor

Competitive edge on product quality and access to the best sourcing channels because of unique internalized production

Fourth platform investment in Italy

B2B business with total output more than €47mn

Strong ESG profile thanks to low-impact production technologies and high ethical standards

## Value creation levers

### Attract top talents at all Group levels

- ▶ Further professionalize the organization by hiring key-managers such as the Chief Commercial Officer, who will lead the international go-to-market strategy, and a new CFO
- ▶ Establish an experienced Advisory Board comprising high-profile industry experts

### Expand reach and product offering

- ▶ Strengthen the Group's presence in underpenetrated regions, by also exploring potential M&A opportunities
- ▶ Launch new application-technologies demanded by the market, such as Weft, on a larger scale

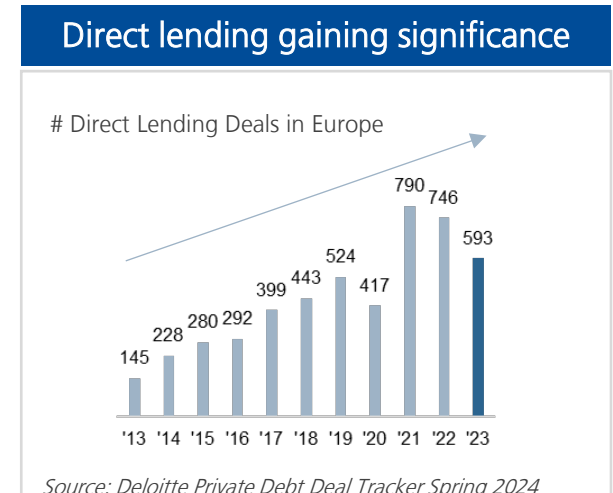
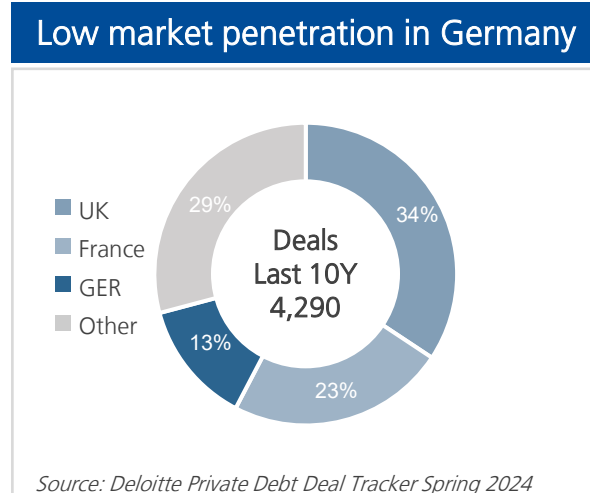
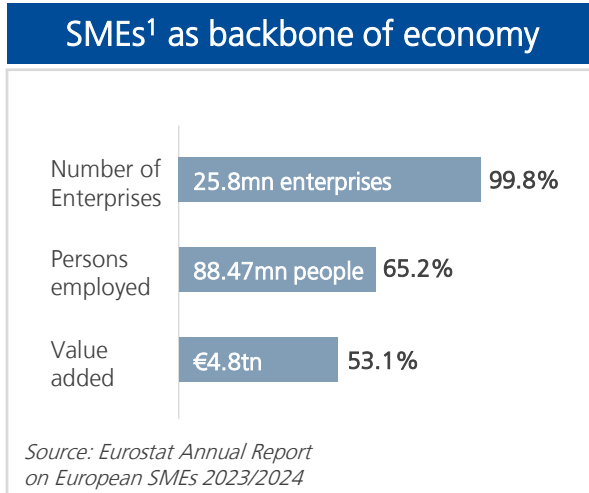
### Promote ESG excellence

- ▶ Develop a comprehensive Group-wide ESG strategy, leveraging the already top-tier reputation certified by the B Corp certification
- ▶ Further minimize environmental impact by aligning with the highest ESG standards



# Private debt: Attractive market opportunity

Growing and still largely underserved lower-mid market lending space with traditional bank lenders under regulatory pressure – European SMEs looking for alternative solutions



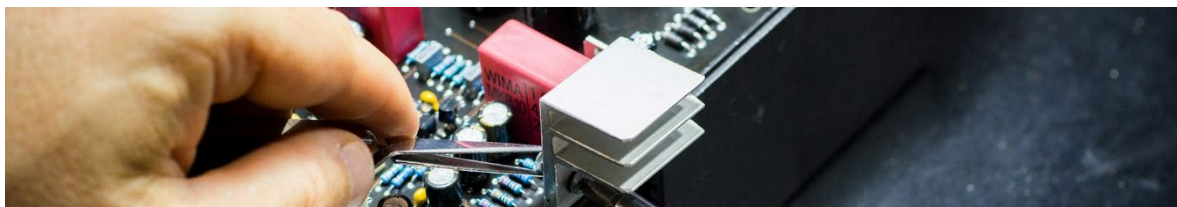
- ### Bank lending under pressure
- ▶ Reduced bank lending due to ongoing regulatory restructuring pressure (e.g. Basel III, leverage cap)
  - ▶ Increasing restricted financing access for European mid-market
  - ▶ KfW Covid-19 loans seem to be very rigid and offer a great opportunity for refinancing going forward

- ### Inflation and supply chain issues
- ▶ Central banks raising interest rates in an attempt to curb inflation with positive carry-over effects to returns on private debt instruments as 3M Euribor turns positive again
  - ▶ Due to global supply chain disruptions firms have to hold significantly more inventory to support an equal level of revenue compared to the times prior to the pandemic leading to more financing needs

- ### Climate change targets
- ▶ The “net zero” target by 2050, as defined by the UN will require unprecedented levels of investment (EU targeting €7 trillion in green investments through 2050, of which at least €3 trillion will have to be privately funded)
  - ▶ Companies of all sizes will have to adapt their operations to the new targets leading to attractive opportunities to finance both replacement and growth capex over the coming years

<sup>1</sup> Micro and small enterprises (0-49 employees) as well as medium-sized enterprises (50-249 employees) in EU 27

# Case study – second private debt deal



Specialized B2B distributor of passive electronic components for a global blue-chip customer base

5y senior secured loan	Size: €20.0mn
Entry Net Leverage: 1.2x	Target Return (3y): 11.9% / 1.3x

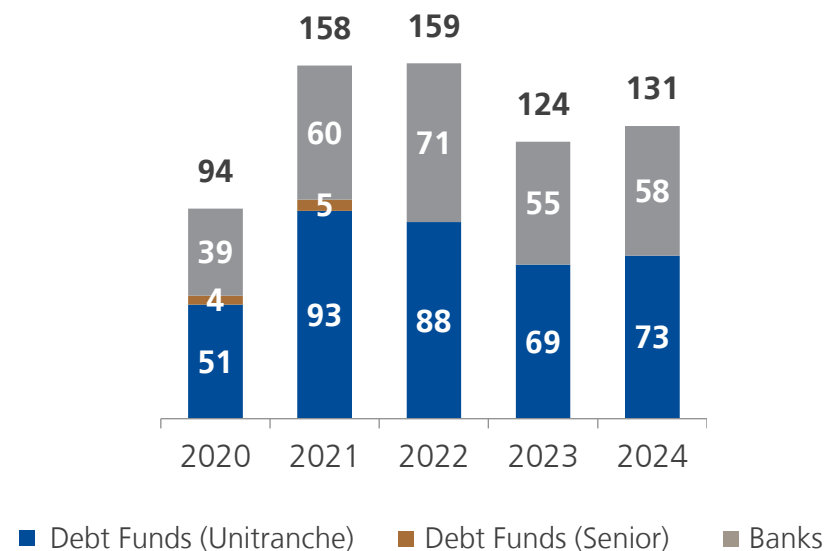
Key differentiation through value-added services (design-in, specialized logistics, prototyping)

Locked-in customer base and a flexible business model with a high share of variable costs

ELF provides 5-year senior secured loan to support the buy-out  
Very robust collateral package

## German Debt Finance Deals

Total number of deals in the German Market (Senior and Unitranche)\*



\*Source: Houlihan Lokey, MidCap Monitor Q4 2024

# DBAG – a leading platform for future growth

- 1 Leading position in the large SME DACH market where foreseeable successions provide plenty of opportunities to invest
- 2 Unique offering through a full range of private equity & private debt solutions for clients
- 3 Highly balanced and diversified portfolio of global companies across industries, sectors, and geography
- 4 Diversified earnings streams from investments as well as recurring management fees driving consistent growth and margins
- 5 Superior long-term track record of successful exits and returns on investments resulting in high, uncorrelated returns through the cycle
- 6 Management team of highly experienced professionals with aligned interests, backed by a strong investment advisory team and “executive circle” network

# Guidance & Outlook

		Short financial year 2024  or 31 Dec 2024	Expectations 2025  or 31 Dec 2025	Expectations 2027  or 31 Dec 2027
<b>Financial performance indicators</b>				
Net asset value (reporting date) <sup>1</sup>	€mn	649,7	665 to 780	815 to 955
NAV per share (based on the number of shares outstanding)	€	35,8	36 to 43	44 to 53
EBITA Fund Investment Services	€mn	5,1	8 to 13	12 to 18

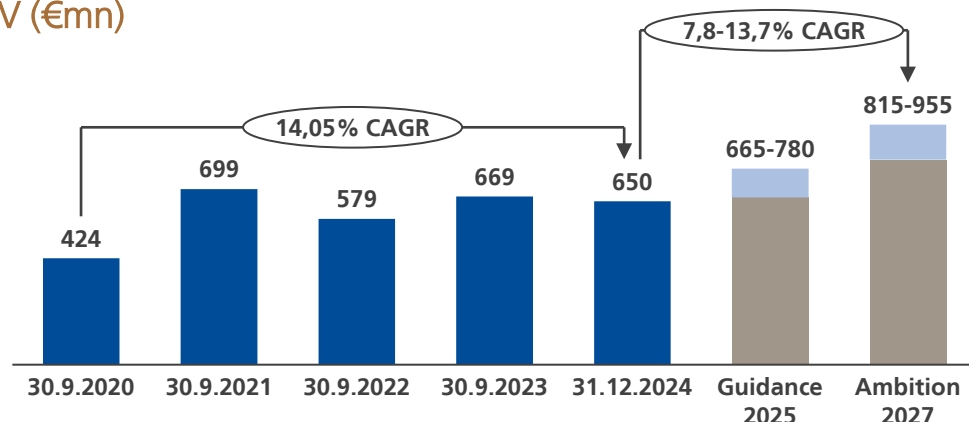
- ▶ We confirm our guidance for the FY 2025 and our expectations for 2027
- ▶ We expect more capital deployment and realisation activity in the quarters ahead



# Appendix

# NAV growth on track towards 2027 ambition

NAV (€mn)

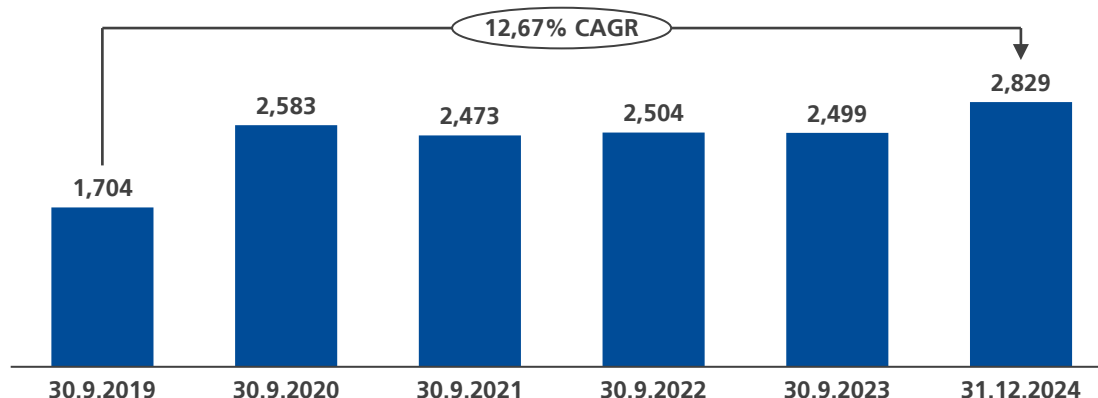


Net asset value (NAV) increase temporarily interrupted by macroeconomic changes

NAV growth drivers

- ▶ Existing portfolio
- ▶ Co-investments alongside DBAG and ELF Funds
- ▶ Long-Term Investments

AuM (€mn)

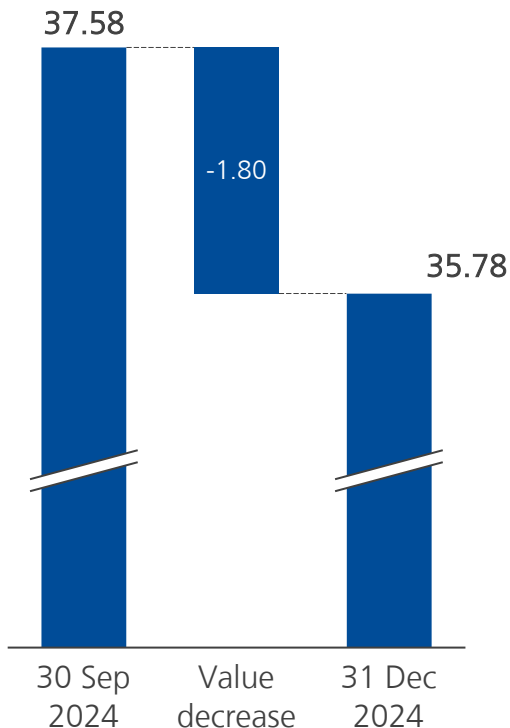


Assets under management or advisory (AuM)

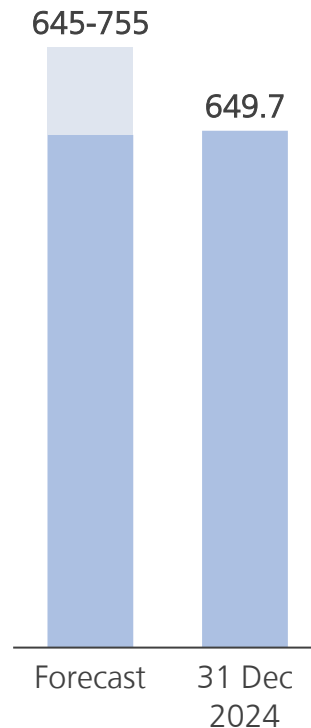
- ▶ Start of investment period for new funds accompanied by significant increase
  - 2020: DBAG Fund VIII
- ▶ Subsequently scheduled reduction, mainly due to disposals out of previous funds

# Net asset value per share and NAV

NAV per share outstanding



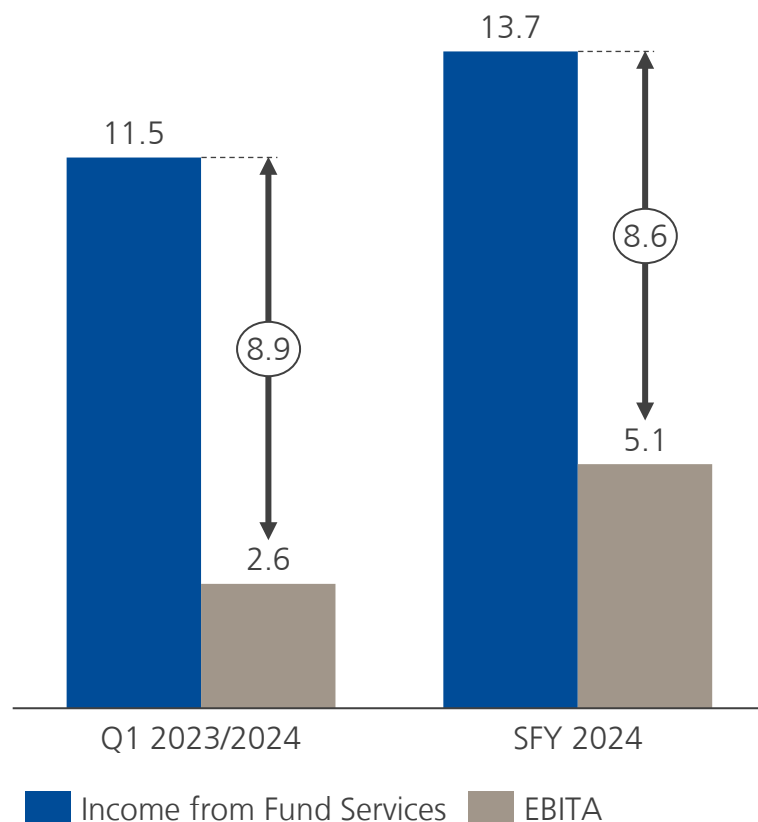
Forecast and NAV as of 31 Dec 2024



- ▶ NAV per share of **€35.78** – with a share price of €23.00 per 31 Dec 2024 the DBAG share traded with a discount to NAV of **35%**
- ▶ NAV of **€649.7mn** within forecasted range, but on the lower end
- ▶ Value decrease between 30 Sep 2024 and 31 Dec 2024 mainly driven by negative impact of **lower valuation multiples** (details on next slides)

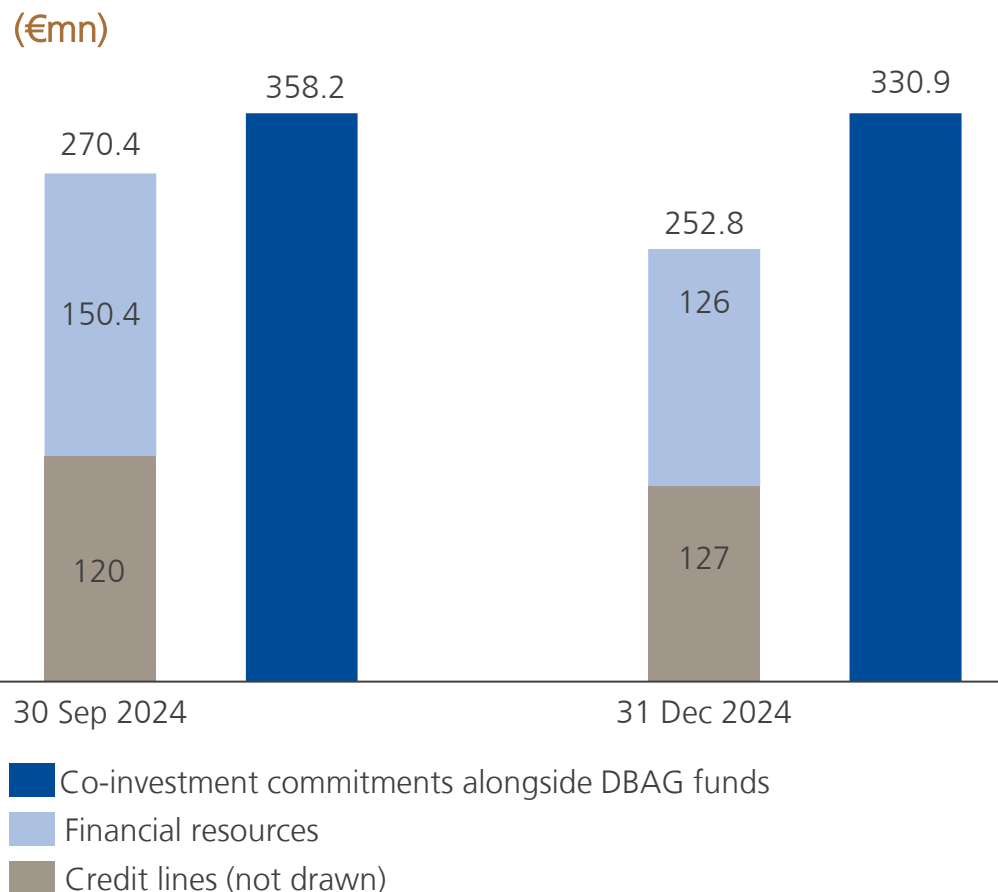


(€mn)




- ▶ Income from Fund Services includes a one-off effect of €1.8mn – the final closing of DBAG ECF IV triggered a payment of advisory fees for previous periods by new investors in DBAG ECF IV
- ▶ Because of this one-off effect the **EBITA of €5.1mn** exceeds the range guided in November 2024 (which was €2-4mn)

## Excellent financial base for investment plans



- ▶ €253mn of available liquidity
  - €126mn of financial resources (cash and securities)
  - €127mn in undrawn credit lines
- ▶ Excellent financial base (ca. 76% of commitments) to cover the existing investment commitments and to seize attractive investment opportunities
- ▶ Investment commitments exceeding the available liquidity are expected to be covered by **returns from disposals**

# Portfolio valuation follows worldwide accepted valuation guidelines in multi-stage process



**Valuation guidelines**

- ▶ Fair value measurement as per IFRS 13
- ▶ Substantiates IPEV Valuation Guidelines (industry standard, as of Dec 2022)





































**Valuation committee**

- ▶ Board of Management
- ▶ Head of Finance
- ▶ Finance officer
- ▶ Investment controller




<sup>1</sup> Annual audit DBAG consolidated financial statements (31 Dec), annual audit of DBAG funds (31 Dec), review of DBAG's half-yearly financial statements (30 June)









# The portfolio comprises 36 companies<sup>1</sup>

Investment Vehicle	Number of Companies	2013-2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Long-Term-Investments	4								 		
DBAG Fund VIII	6						 		 		
DBAG Fund VII	10					  	 	 			
DBAG small-cap program	12	 			 				   		
DBAG Fund VI	4		 								

<sup>1</sup> As at 31 December 2024











# DBAG Portfolio

## (31 December 2024)

	Company	Profile	First invested	Revenues (€mn)
	akquinet	IT services	June 2022	150
	AOE	Bespoke enterprise solutions	August 2023	19
	Avrio	Biogas platform	July 2023	10
	Braun	Cable systems and interior vehicle lighting	January 2017	94
	Cartonplast	Pool systems for the rental of reusable plastic layer pads	November 2019	101
	Cloudflight	Taylor-made services for cloud-first, digital product development and digital transformation	June 2019	93
	congatec	Computer modules	October 2020	193
DANTHERM GROUP	Dantherm	Heating, cooling, drying, ventilation and air cleaning technology	November 2021	298
	duagon	Embedded electronics for railway, medtech and critical automation applications	July 2017	118 (CHF)

# DBAG Portfolio

## (31 December 2024)

	Company	Profile	First invested	Revenues (€mn)
	evidia	Radiology and nuclear medicine	May 2019	399
	Firian	Fire protection systems	September 2020	211
	Fischer Tiretech	Mechanical engineering for the tyre industry	June 2018	86
	freiheit.com	Software Engineering	January 2022	45
	Great Lengths	Premium hair extensions	December 2024	47
	Green Datahub	Data centre	June 2022	4
	Hausheld	Development of smart metering solutions for electricity networks	September 2020	2
	Itelyum	Recycling of complex industrial waste	October 2021	584
	JCK	Marketer of textiles and seller of merchandise	1992/2015	992
	Kraft & Bauer	Fire extinguishing systems for tooling machines	November 2018	31

# DBAG Portfolio









## (31 December 2024)

	Company	Profile	First invested	Revenues (€mn)
	mageba	Products and services for infrastructure and building construction sectors	February 2016	129 (CHF)
	MTWH	Manufacturer of metal applications for the luxury goods industry	June 2022	158
	Netzkontor	Services for the telecommunications sector	January 2018	158
	nokera	Buildings in serial and sustainable construction	December 2023	55
	Oechsler	Plastics engineering for the industries of the future	March 2015	389
	operasan	Nephrology and Dialysis	January 2021	37
	Polytech Health & Aesthetics	High-quality silicone implants	October 2016	60
	ProMik	Programming and testing solutions for the electronics manufacturing industry	October 2023	13
	Sero	Development and manufacturing service provider for electronic components	November 2018	215



# DBAG Portfolio

## (31 December 2024)

	Company	Profile	First invested	Revenues (€mn)
	Silbitz <sup>1</sup>	Hand-moulded and automated moulded castings with steel and iron basis	August 2015	148
	Solvares	Real time scheduling and route optimisation software	October 2018	43
	TBD Technische Bau Dienstleistungen	Construction services for infrastructure solutions	August 2023	38
	Telio	Communications and media systems for correctional facilities	April 2016	91
	UNITY	Management consultancy for innovation and transformation	October 2024	72
	vhf	CNC milling machines and tools for the dental, industrial and sign making sectors	July 2022	47
	vitronet	Fibre optic and energy infrastructure in Germany	June 2017	502
	von Poll Immobilien	Estate agency	July 2018	123

<sup>1</sup> Exit signed in April 2024, not yet closed

# Sustainability has been key to DBAG's business for decades – implementation of ESG strategy takes this one step further

UN PRI signatory since 2021

Project to use measurable sustainability indicators

DBAG: KPI-based reporting system integrated since 2022/2023

- ▶ Greenhouse gases – carbon footprint
- ▶ Employee satisfaction – indicator from TeamEcho
- ▶ Compliance – penalties due to compliance violations

## Portfolio companies: KPI-based reporting system integrated in budgeting process of majority of portfolio companies from 2023 onwards

*Target – ESG key performance indicator*

GREENHOUSE GASES	>	CO <sub>2</sub> emissions due to energy consumption
SAFETY AT WORK	>	Workplace accidents
	>	Total absence
	>	Accident frequency
EMPLOYEE SATISFACTION	>	System which regularly and systematically captures employee satisfaction
GENDER PARITY	>	Share of women holding management positions
	>	Sex ratio in the workforce
COMPLIANCE	>	Number of employees who have completed compliance trainings

Non-financial key performance indicators (KPIs) for DBAG and our portfolio companies which serve to measure the progress made in the respective fields of action and facilitate appropriate management