



DMG MORI

AKTIENGESELLSCHAFT

**Speech of CEO
Alfred Geißler**

9 May 2025

Check against delivery.

M

123rd Annual General Meeting

My dear Ladies and Gentlemen,

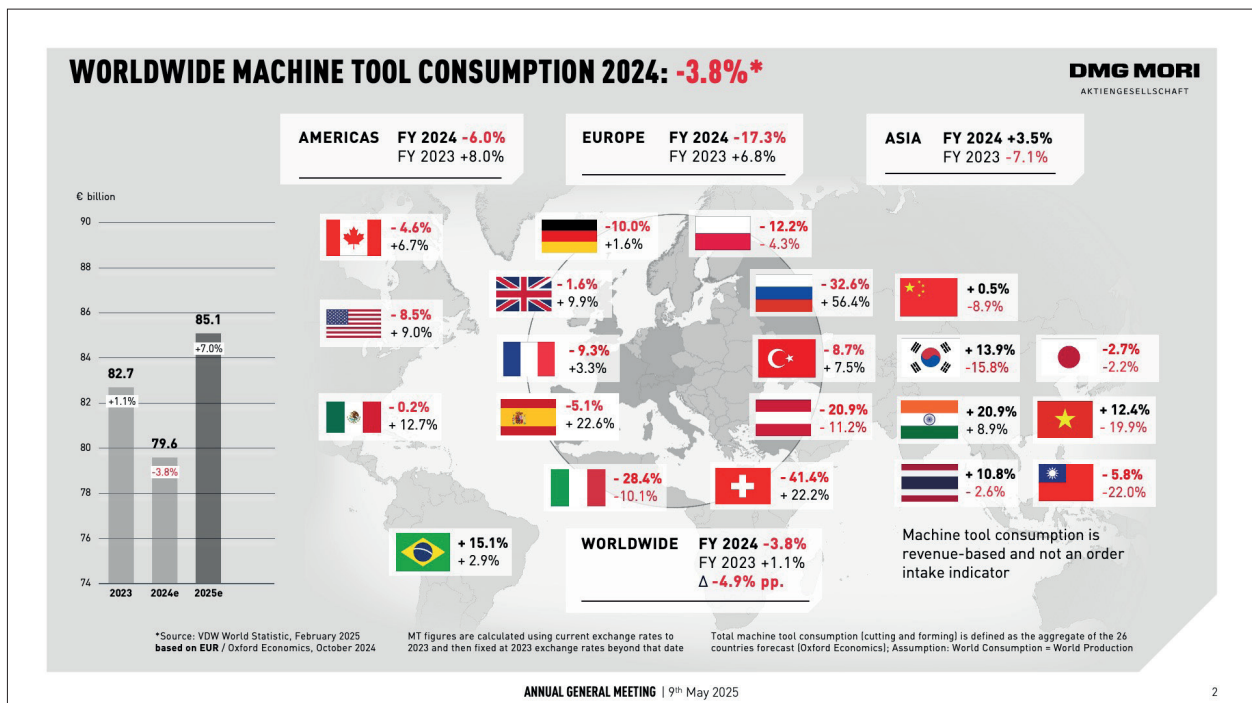
I am pleased to welcome you today to the 123rd Annual General Meeting of DMG MORI AKTIENGESELLSCHAFT. Welcome, also on behalf of my colleague on the Executive Board, Mr. Hirotake Kobayashi. Thank you for accepting our invitation and joining us live today at our Annual General Meeting.

DMG MORI AG can look back on an eventful financial year 2024 – on the one hand characterized by ongoing geopolitical uncertainties and conflicts, and on the other by increasing customer demands for new technologies. Our main task was and remains to support our customers in this process with the right solutions for their individual needs and to take their production to the next level.



Now let's take a look at the development of the industry, then in detail at our key figures:

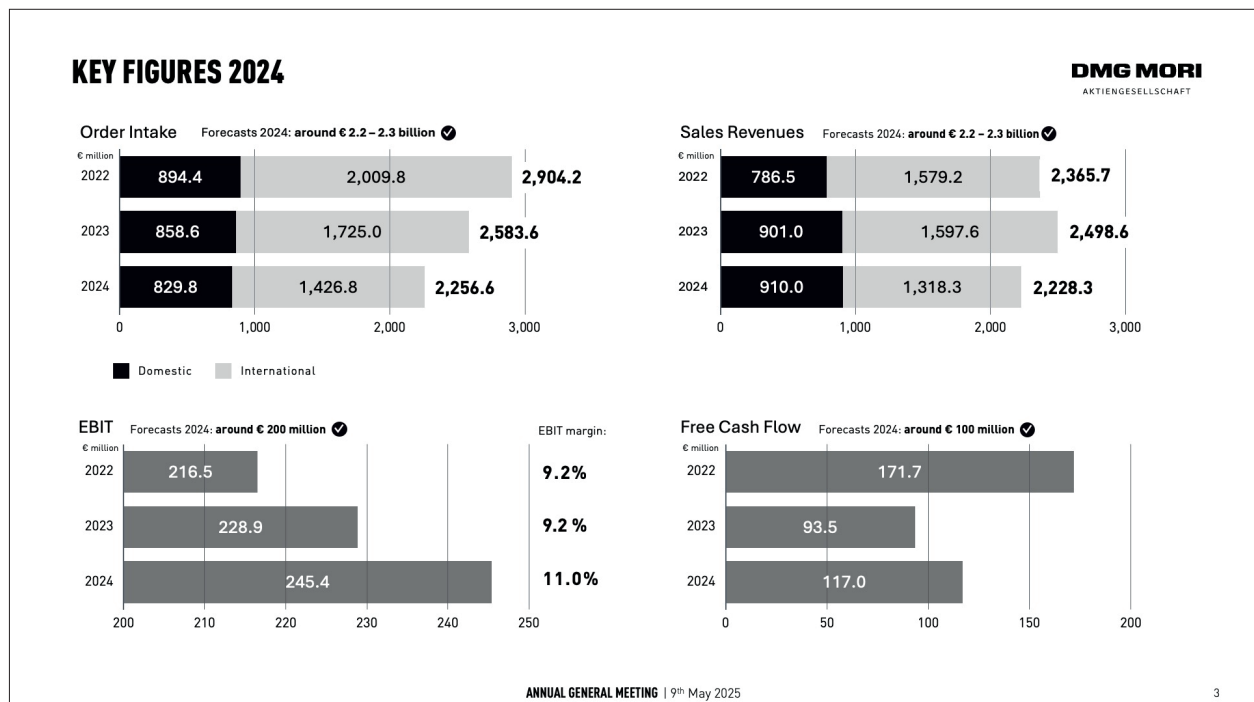
The global market for machine tools again faced major challenges in 2024. The war in Ukraine, geopolitical uncertainties, intensifying trade conflicts and the associated economic restraint slowed demand for capital goods throughout the year. According to preliminary figures from the German Machine Tool Builders' Association (VDW) and the British economic research institute Oxford Economics, global consumption of machine tools fell significantly by -3.8 % to € 79.6 billion in 2024 (previous year: € 82.7 billion).



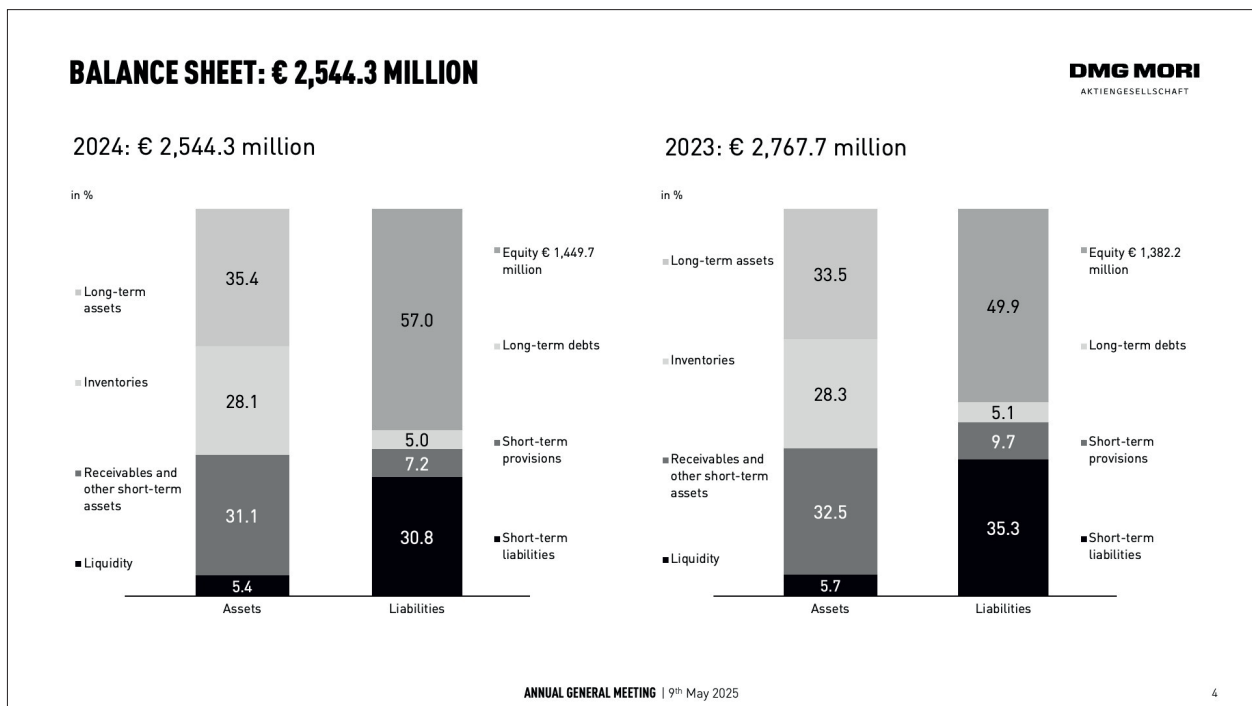
In this persistently challenging market environment, DMG MORI AG was able to close the financial year on a solid footing. **Order intake** amounted to € 2,256.6 million (previous year: € 2,583.6 million). **Sales revenues** were € 2,228.3 million (previous year: € 2,498.6 million). The decline in order intake was the main factor influencing the development of sales revenues. In addition, delays in machine deliveries occurred during the course of the year. Reasons for this include the longer processing times for export licenses.

As of 31 December 2024, the **order backlog** amounted to € 1,452.0 million (31 Dec. 2023: € 1,535.5 million). This results in a calculated production range of approximately six months on average for the “Machine Tools” – a good basis for the current financial year.

The earnings and financial position developed solidly: **EBITDA** amounted to € 326.0 million (previous year: € 303.3 million). **EBIT** rose by +7 % to € 245.4 million (previous year: € 228.9 million). The **EBIT margin** improved to 11.0 % (previous year: 9.2 %). **EBT** amounted to € 254.7 million (previous year: € 237.6 million). **Income taxes** amounted to € 75.3 million (previous year: € 65.6 million). This results in **EAT from continuing operations** of € 179.4 million (previous year: € 172.0 million). The deconsolidation of our production company in Russia and the subsequent decision by the Executive Board to discontinue our “ECOLINE” product line resulted in **EAT from discontinued operations** of € -91.9 million (previous year: € -8.8 million). Accordingly, the **EAT** of the DMG MORI AG group amounted to € 87.5 million (previous year: € 163.2 million). **Free cash flow** rose by +25 % to € 117.0 million (previous year: € 93.5 million).



As of 31 December 2024, the **balance sheet total** decreased to € 2,544.3 million (previous year: € 2,767.7 million). **Equity** increased by +4.9 % to € 1,449.7 million (previous year: € 1,382.2 million). The **equity ratio** improved to 57.0 % (previous year: 49.9 %).



Net working capital amounted to € 426.7 million (previous year: € 415.1 million). Advance payments received declined to € 265.9 million (previous year: € 355.4 million) due to a reduced order intake. Inventories amounted to € 714.1 million (previous year: € 782.0 million). Work in progress decreased to € 152.0 million (previous year: € 163.6 million) and finished products and goods to € 262.6 million (previous year: € 283.9 million). On the balance sheet date, liquid funds totaled € 136.2 million (previous year: € 158.7 million). DMG MORI AG has sufficient financial resources.

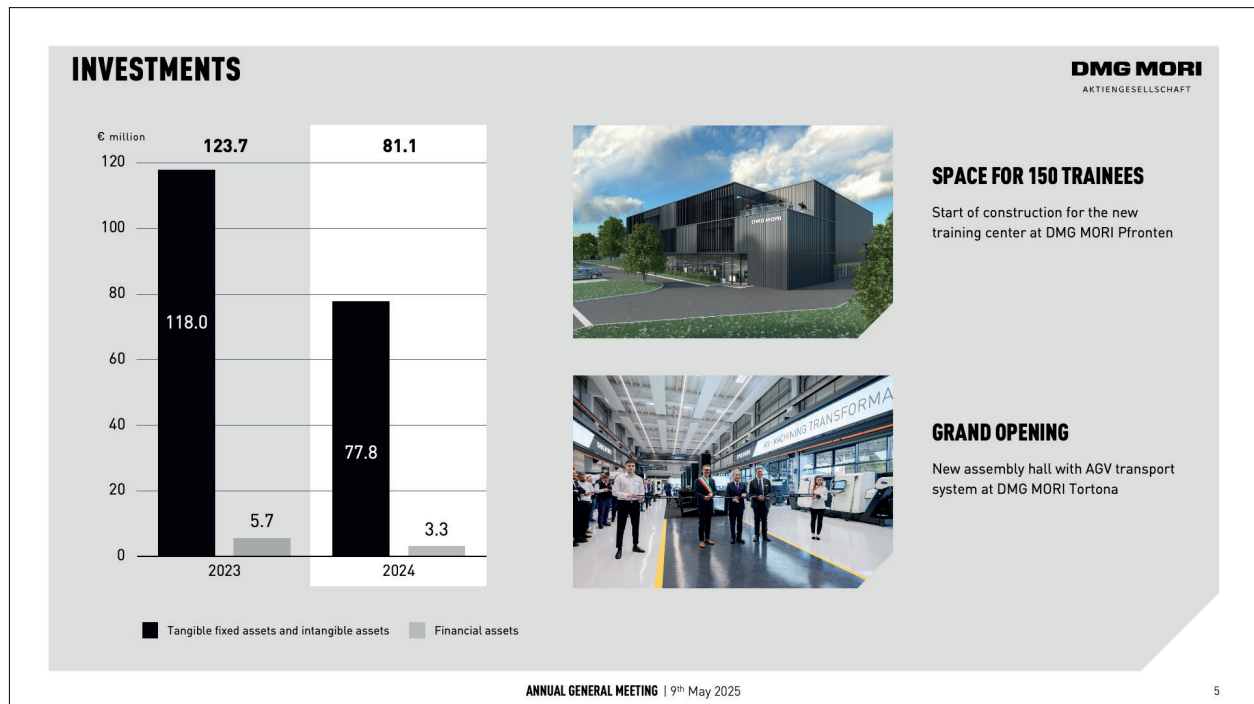
The DMG MORI AG share started the stock market year 2024 at a price of € 43.50 and closed at € 45.50 on 30 December 2024. Over the course of the year, the share price remained stable and proved to be a solid investment. Our share is currently trading at € 46.60. Market capitalization amounted to € 3.59 billion as at 30 December 2024.

Earnings from continuing operations per share were € 2.16. Due to the domination and profit transfer agreement, DMG MORI AG has not distributed a dividend since the financial year 2016. Instead, DMG MORI Europe Holding GmbH has undertaken to pay compensation of € 1.17 gross per share to the outside shareholders for each full financial year.

So much for the figures of the DMG MORI AG group. Let me now turn briefly to the individual financial statements of DMG MORI AG:

DMG MORI AKTIENGESELLSCHAFT has management and holding functions. The result is essentially based on the income from the domestic subsidiaries. Due to the domination and profit transfer agreement, earnings after taxes amounting to € 53.4 million are transferred to DMG MORI Europe Holding GmbH. Further details on the financial year 2024 can also be found in our Annual Report. The Executive Board has provided you with explanatory information in accordance with Sections 289 (4) and (5) and Section 315 (4) of the German Commercial Code (HGB) in the Business Report and Group Business Report. All reports are generally accessible on the Internet.

Dear shareholders. Our business figures illustrate our solid development and high resilience. To remain well-positioned for the future, we have continued to make targeted investments in our production plants and implemented numerous measures to increase efficiency and sustainability: Investments in property, plant and equipment and intangible assets amounted to € 77.8 million as planned (previous year: € 118.0 million). Investments in financial assets amounted to € 3.3 million (previous year: € 5.7 million). Investments thus totaled € 81.1 million (previous year: € 123.7 million).



A few examples from the reporting year:

At our production site in Pfronten, we have started construction of a new training center. By 2026, 150 state-of-the-art training places will be created here. The new facilities will cover an area of around 4,500 m² on three levels and will enable us to focus even more on future technologies, automation and digitization in our training.

We have started targeted modernization and expansion measures at the Bielefeld and Stipshausen sites. These include infrastructure renewal and capacity expansion in the area of logistics and assembly. The completion of the measures at both sites is planned for 2025.

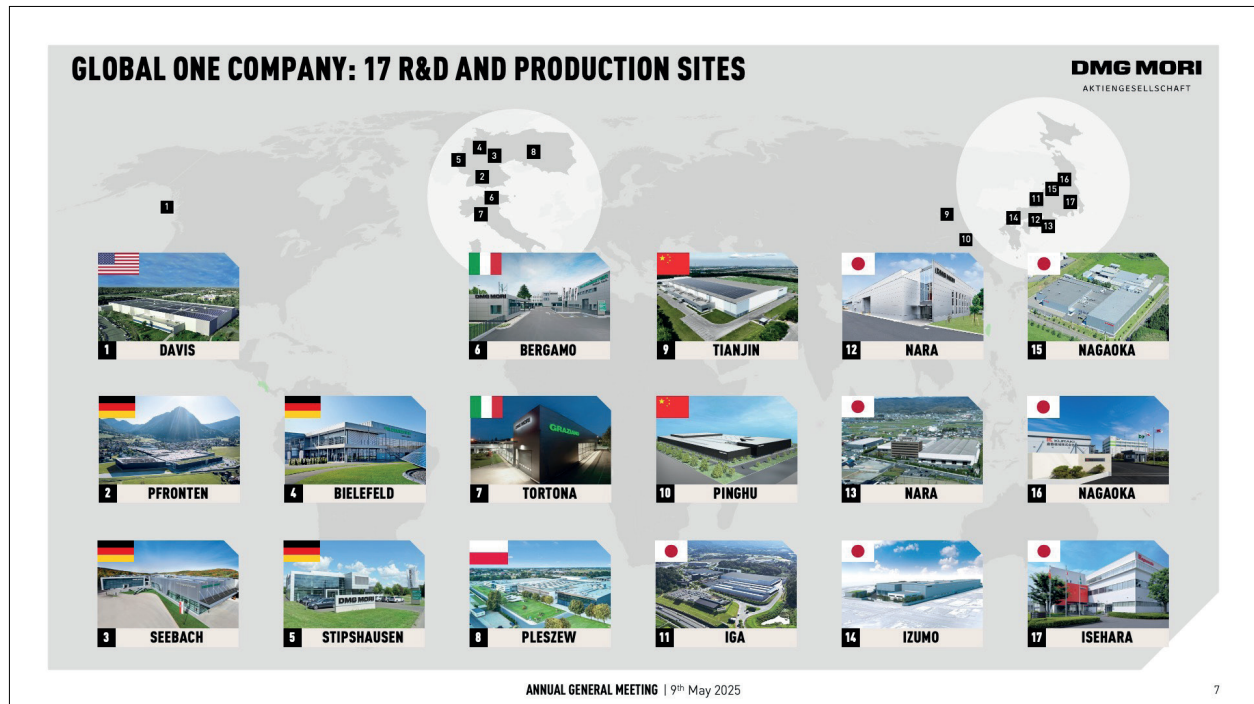
At our site in Tortona (Italy), the new assembly hall has been completed. In the first quarter of 2025, the new showroom was also completed, where customers can experience our technology solutions first hand.

We also invested in self-sufficient, sustainable power supply with the expansion of additional photovoltaic systems and in our “GLOBE” ERP project to harmonize and optimize systems and processes.

Our motivated employees are the basis of our success. As at 31 December 2024, the group had 7,498 employees, thereof 265 trainees (31 Dec. 2023: 7,515, thereof 294 trainees). Personnel expenses decreased to € 614.8 million (previous year: € 631.6 million). The personnel ratio increased to 27.9 % (previous year: 24.4 %) with a lower total work done and a slight increase in the number of employees.



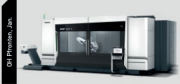
Together with DMG MORI COMPANY LIMITED, more than 13,500 employees support our over 100,000 customers around the world every day. DMG MORI is active in 44 countries, with 124 sales and service locations, including 17 production plants. In the reporting year, DMG MORI expanded the production network of our Global One Company by adding a plant in Nagaoka, Japan. With this, we are also securing our access to horizontal boring technology.



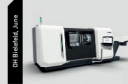
The purpose of research and development at DMG MORI AG is to sustainably increase the value of our products for our customers. We are keeping our budget for research and development stable at a high level. Expenses increased slightly to € 86.0 million (previous year: € 84.3 million). In the reporting year, we presented 34 innovations as Global One Company – 20 world premieres, two automation products, five digital innovations, one technology cycle, three DMG MORI components and three innovations for reducing the energy consumption of our machines. Our product portfolio was also extended to include powerful horizontal boring machines and high-precision grinders with the full integration of DMG MORI Precision Boring Co., Ltd. (formerly: KURAKI Co., Ltd.) and the products of TAIYO KOKI Co., Ltd. under the DMG MORI Precision Grinding brand in the “Global One Company”.

34 INNOVATIONS / 20 WORLD PREMIERES 2024

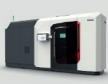
20 MACHINES




DMF 400 | 11



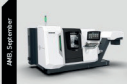
CTX 750 | 2000




LASERTEC 30 SLM
3rd gen.




NHX 10000 µPrecision




CTX 350 4A




NLX 2500 | 700
2nd gen.




CLX 550 TC



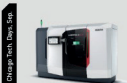
DMV 60




DMV 110




DMU 85 / 95
monoBLOCK 2nd gen.




LASERTEC 30 SLM US




NTX 1000
3rd gen.




NTX 2000 | 1500
3rd gen.




NTX 2500 | 1500
3rd gen.




NTX 3000 | 1500
3rd gen.




NTX 2500 | 3000
3rd gen.




NTX 3000 | 3000
3rd gen.



NMV 5000
Gear Production+




LASERTEC 3000 | 3000
DED hybrid




Vertical Mate 85
2nd gen.

DMG MORI
AKTIENGESELLSCHAFT


5 DIGITIZATION




ERGOline X Panel
with CELOS X v.10.22




CELOS Xchange with
IoTconnector flex



Clamping Master
in combination with e-PALLET




SINUMERIK ONE with
3D Shopfloor Programming &
OP Workbench




my DMG MORI DMG MORI Store


3 SUSTAINABILITY



Low-GWP chiller
(cooling - green warming
potential)




Auto Shutdown
for Automation




Advanced Energy
Monitoring
(all standard)

1 TECHNOLOGY CYCLE




Mold Repair DED

2 AUTOMATION




PH Cell 500




PH-AMR 750


3 DMG MORI COMPONENTS



e-PALLET
in combination with
Clamping Master



turnMASTER
10 inch S



speedMASTER long nose

ANNUAL GENERAL MEETING | 9th May 2025

8

After all, our customers' requirements continue to increase. They too must remain competitive in the current challenging market environment and future-proof their production. DMG MORI is responding to these changes with its “Machining Transformation” (MX) strategy. MX is based on the four pillars of Process Integration, Automation, Digital Transformation (DX) and Green Transformation (GX). By interlinking these four pillars as closely as possible, we provide our customers with tailored solutions for state-of-the-art, sustainable and efficient production.

MX – MACHINING TRANSFORMATION

DMG MORI
 AKTIENGESELLSCHAFT

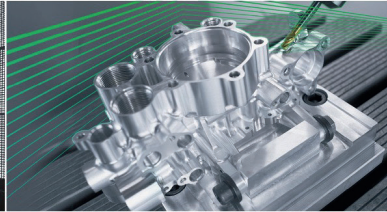

PROCESS INTEGRATION

Is made possible through the utilization of state-of-the-art 5-axis, mill-turn and additive manufacturing machines.



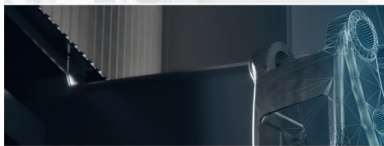
AUTOMATION

Process Integration paves the way for automation, enabling complex processing by a single pallet or chuck.



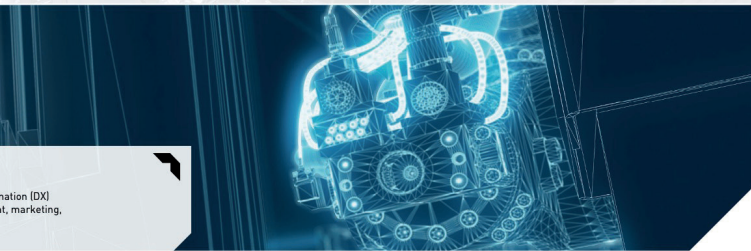
GX – GREEN TRANSFORMATION

By actively reducing CO₂ emissions and increasing the utilization of renewable energy, we are dedicated to building a sustainable society.



DX – DIGITAL TRANSFORMATION

Our comprehensive transformation is backed by our emphasis on Digital Transformation (DX) in every aspect of our operations, including design, production, quality management, marketing, sales, service, training, and internal communication.

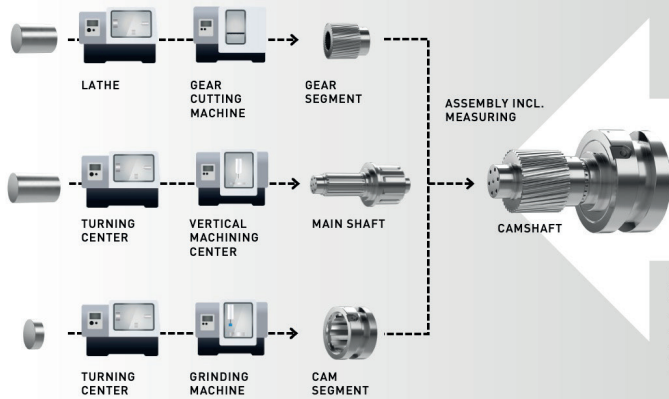

 ANNUAL GENERAL MEETING | 9th May 2025

9

Process integration – i. e. the integration of multiple technologies such as turning, milling, grinding, boring, Ultrasonic, Lasertec and additive manufacturing into one turning or milling machine – means that highly complex workpieces can be produced on a single machine instead of several different ones. This full integration aims to reduce the number of machines and operators required, free operators from simple set-up work. In addition, it should shorten set-up times, save resources, improve the quality of the workpieces produced and thus lead to higher productivity and lower carbon dioxide emissions.

BENEFIT: 1 INSTEAD OF 6 MACHINES**DMG MORI**
AKTIENGESELLSCHAFT**CONVENTIONAL PROCESS**

6 × MACHINES 6 × MACHINE OPERATORS 1 × ASSEMBLY WORKER

**INTEGRATED TURN MILL CENTER**

1 × MACHINE 1 × MACHINE OPERATOR


PROCESS INTEGRATION
 +Turning
 +Milling
 +Gear cutting
 +Measuring
 +...

AUTOMATION
 + All from one source:
 machine,
 automation
 and process design

DX – DIGITAL TRANSFORMATION
 + CAD-CAM solutions
 + Post-processors
 + Simulation with
 Digital Twin
= GX – GREEN TRANSFORMATIONANNUAL GENERAL MEETING | 9th May 2025

10

These benefits can be increased, in particular, by combining the machine tool with automation and digital tools. We offer a standard or customized automation solution for almost every DMG MORI machine or application. This is how the available resources are to be used optimally and sustainably.

GLOBAL LEADER IN AUTOMATION SOLUTIONS – FROM STANDARD TO CUSTOM**DMG MORI**
AKTIENGESELLSCHAFT**14 PRODUCT LINES
52 PRODUCTS**
LPS Gen. 4
 – for Pallet Systems
 – for PH-AMRs
 – for Central Tool Storages (CTS)
 (by CTS Server)

MATRIS Controller
 – for Robot systems (excl. Robo2Go)
 – for WH-AMRs

DMG MORI Cell Controller
 (available on request)
 – for control of multiple
 automation
 cells of DMG MORI

Additional
 – Robo2Go App
 – MATRIS Light Controller
 – Pallet Master
WORKPIECE HANDLING

Robot

**PALLET HANDLING**

Linear Storage System

**TOOL HANDLING**

Central Tool Storage – Rack Type



TURNING

MILLING

TURNING & MILLING

MILLING

AMR for Material Handling

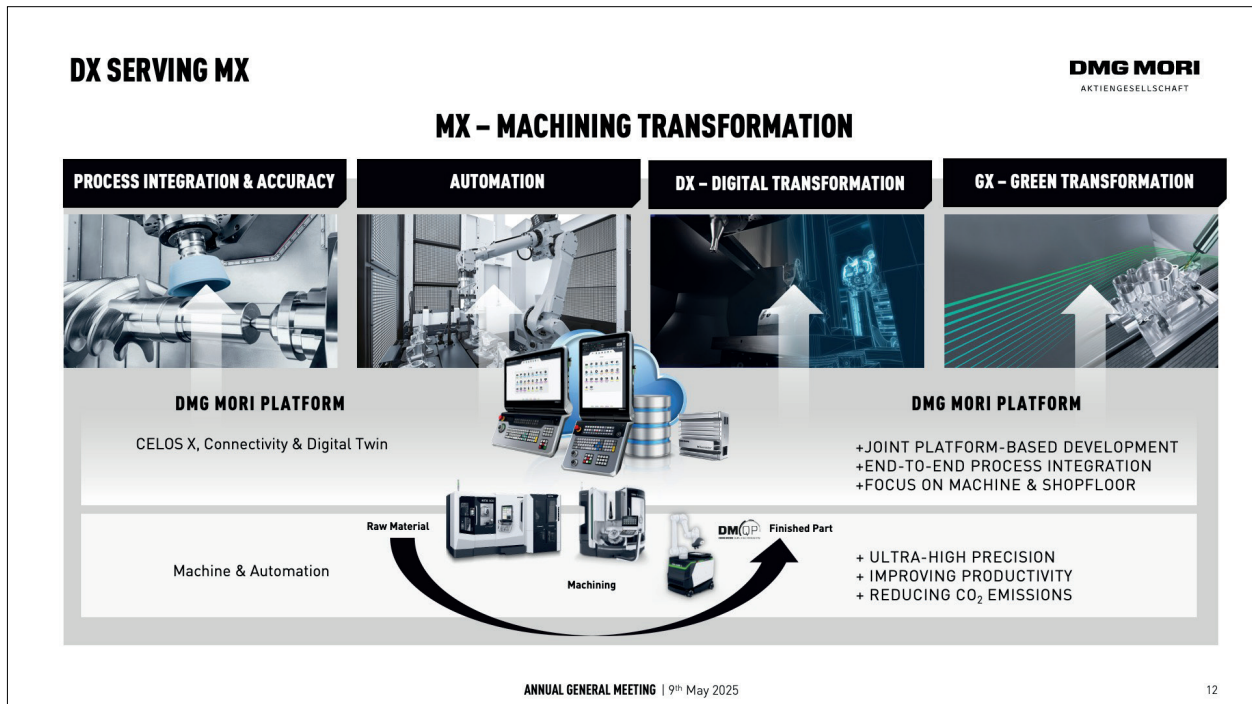
AMR for Chip Handling

AMR for Tool Handling

**AMR – AUTONOMOUS MOBILE ROBOTS (WORKPIECE, MATERIAL, CHIP, PALLET & TOOL HANDLING)**ANNUAL GENERAL MEETING | 9th May 2025

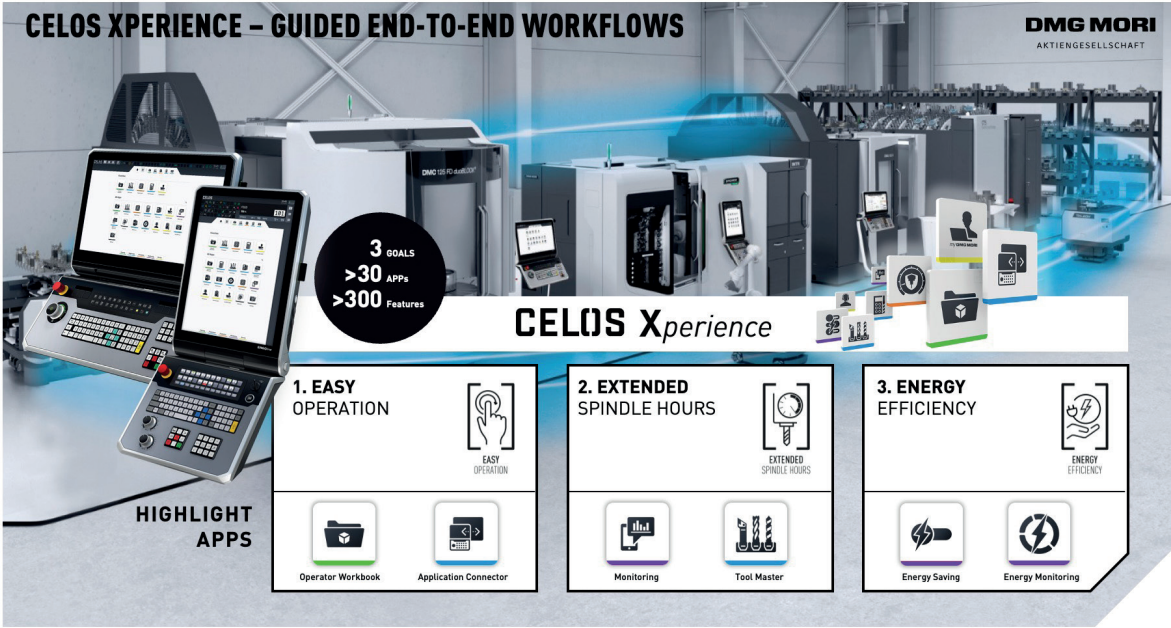
11

Our aim is to further increase the competitive advantages of an automated, process-integrated machine tool with digital solutions along the entire value chain. CAD-CAM solutions, post-processors, simulation and our DMG MORI Technology Cycles support simplified programming.



This is made possible by an integrated and manufacturer-independent networking of all machines and processes interacting with CELOS X and CELOS Xchange. CELOS X is a digital and data-based ecosystem for the holistic management, planning, control, operation, monitoring and interaction of machines, automation solutions, workflows and processes in the industrial manufacturing sector. With CELOS Xperience, our focus is on user-friendliness, standardized interfaces and optimal energy efficiency. CELOS Xchange provides a data hub to store, analyze and exchange manufacturing X data in global production chains.

CELOS XPERIENCE – GUIDED END-TO-END WORKFLOWS




3 GOALS

>30 APPs


>300 Features


CELOS Xperience

1. EASY OPERATION




EASY OPERATION


Operator Workbook


Application Connector

2. EXTENDED SPINDLE HOURS




EXTENDED SPINDLE HOURS


Monitoring


Tool Master

3. ENERGY EFFICIENCY



ENERGY EFFICIENCY

Energy Saving

Energy Monitoring

HIGHLIGHT APPS

ANNUAL GENERAL MEETING | 9th May 2025

13

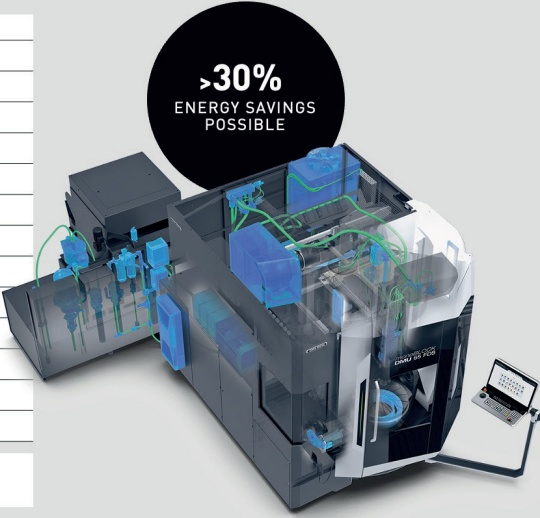
Our products and services in the areas of Process Integration, Automation and Digital Transformation not only increase productivity, but also help to conserve resources, reduce energy consumption and therefore carbon dioxide emissions, as well as to optimize the deployment and development of staff. Thus, these three pillars are key components of Green Transformation (GX).

MEASURES FOR INCREASED EFFICIENCY AND TRANSPARENCY

	AMORTIZATION
Brake Energy Recovery	Direct
LED-Lights	Direct
Highly Efficient Chillers	< 3 years
Advanced Auto Shutdown	Direct
Adaptive Feed Control	< 3 years
Advanced Energy Monitoring	< 2 years
Air Leakage Monitoring	< 3 years
Frequency-Controlled Pumps	–
zero-sludgeCOOLANT	< 3 years
Adaptive Coolant Flow	< 3 years
zeroFOG Mist Collector	< 2 years
AI Chip Removal	< 3 years
Business Benefit Optimizer (BBO)	–

ALL OPTIONS CAN BE SOLD INDIVIDUALLY

>30%
ENERGY SAVINGS
POSSIBLE

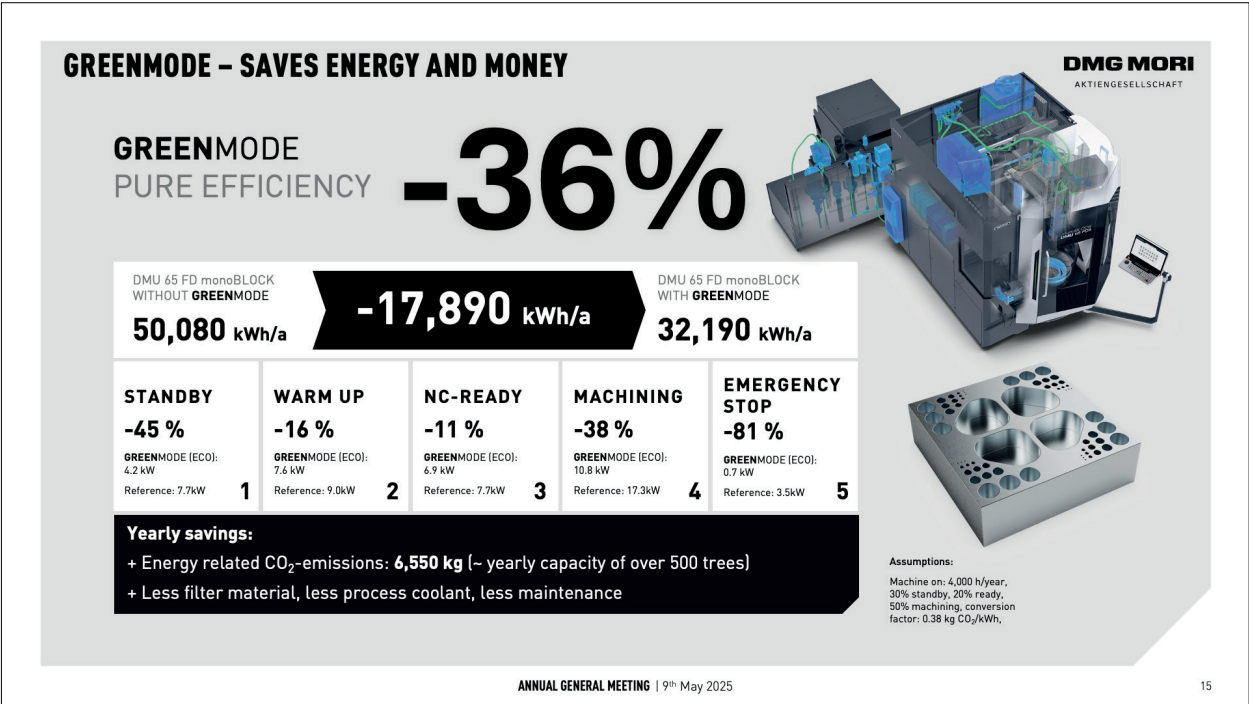


ANNUAL GENERAL MEETING | 9th May 2025

14

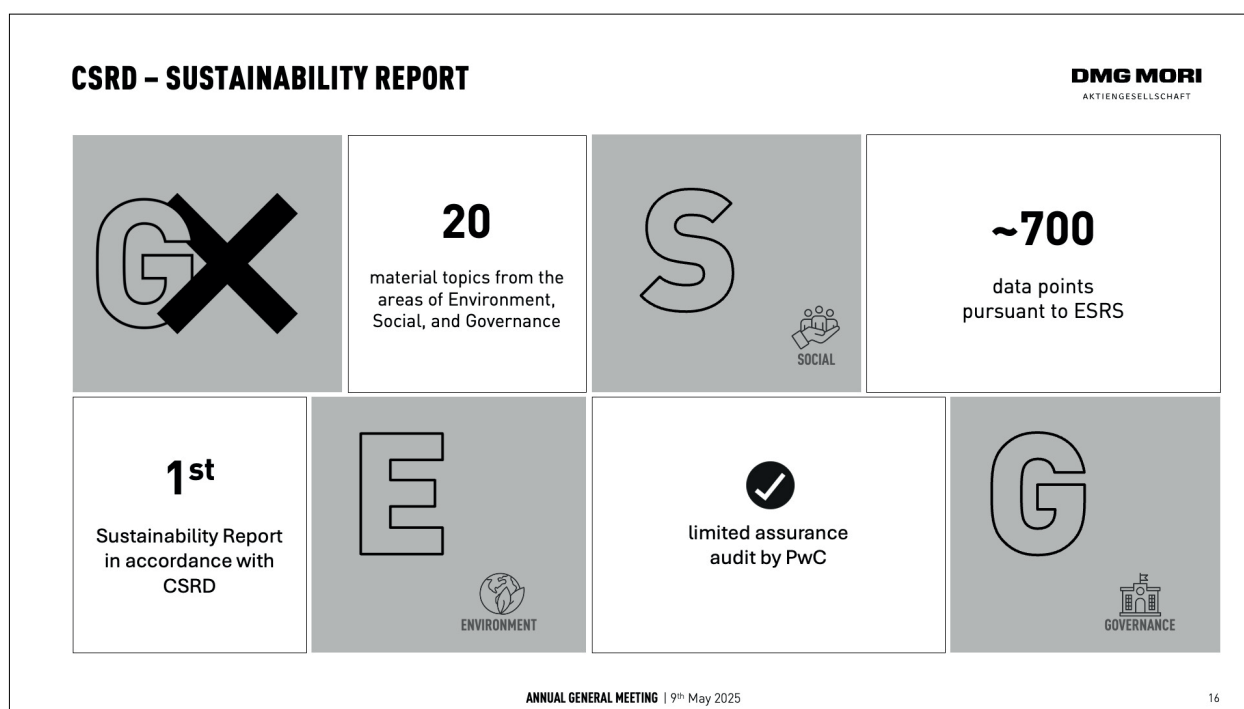
123rd Annual General Meeting | Speech of CEO Alfred Geißler

GX – our green transformation – has the potential to conserve global resources and thus protect the environment, while making lives easier and creating opportunities for further development. This is why DMG MORI AG takes a holistic approach to corporate responsibility. Sustainability is an essential part of our corporate strategy and is deeply rooted in our structures and processes. We are committed to sustainability and resource conservation as early as in the development of our products. Our DMG MORI GREENMODE measures allow us to consistently improve the energy and resource efficiency of our machines (Scope 3 Downstream) in the later operation by our customers. The use of innovative hardware and software components partly makes energy savings of over 30 % possible during the operation of our machine tools, for example, through the demand-driven operation of machine components, the use of highly efficient chillers or the adaptive coolant supply.



For the first time, we are also reporting our sustainability aspects in accordance with the CSRD (Corporate Sustainability Reporting Directive) as part of the Business Report for the financial year 2024. Here, dear shareholders, we provide a wealth of qualitative and quantitative information on key

sustainability topics such as diversity, emissions and compliance. As “GX – Green Transformation”, sustainability is an integral part of our corporate strategy and is firmly anchored in all processes. We see great added value here for the production of the future and for us as a company: We take responsibility for our employees and our environment.



After all, the current challenges will continue to accompany us in the future and require sustainable business practices. Now, let us take a look at the current financial year: The VDW and Oxford Economics expect machine tool consumption to recover by +7.0 % worldwide in 2025. At the same time, ongoing geopolitical conflicts and political changes – particularly in Germany and the USA – continue to create uncertainty, which could have a further impact on demand for machine tools.

In line with our expectations, DMG MORI AG had a modest start to the current financial year. The general reluctance to make investment decisions is still clearly noticeable, but we were once again able to welcome over 6,000 trade visitors to our traditional Open House in Pfronten and see a great deal of interest in our Machining Transformation.

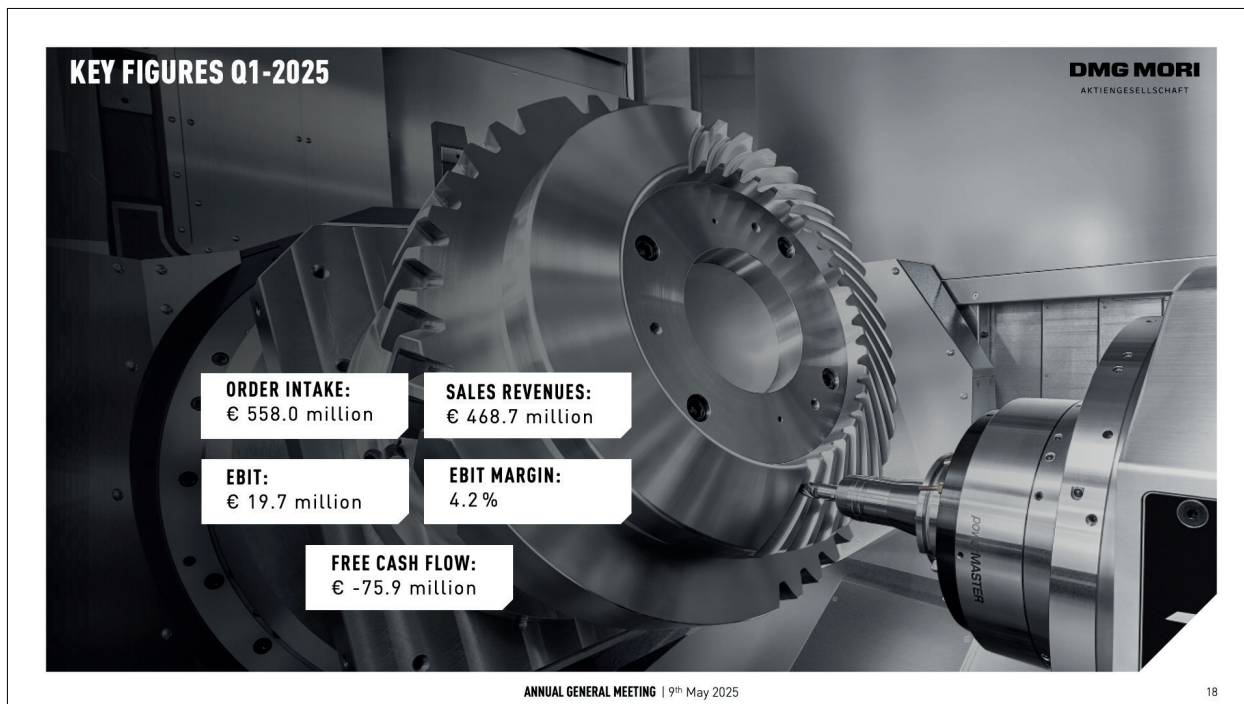


To the key figures in the first quarter of 2025 in detail:

In a persistently volatile market environment, DMG MORI AG achieved an order intake of € 558.0 million (previous year: € 658.2 million). Sales revenues declined to € 468.7 million (previous year: € 551.5 million).

The results of operations developed as follows, largely due to the decline in sales revenues: EBITDA amounted to € 38.4 million (previous year: € 66.0 million). EBIT totaled € 19.7 million (previous year: € 47.7 million). The EBIT margin decreased to 4.2 % (previous year: 8.6 %). EBT amounted to € 21.5 million (previous year: € 49.9 million). EAT amounted to € 15.3 million (previous year: € -56.5 million). The previous year's EAT comprises EAT from continuing operations of € 35.4 million and EAT from discontinued operations of € -91.9 million.

The financial position developed in line with our expectations. Free cash flow decreased to € -75.9 million (previous year: € 5.0 million), mainly due to the decline in order intake and the corresponding lower advance payments.



We are cautiously watching the development of the market environment in the further course of the year. There are currently no signs of the unrest and conflicts stabilizing. Nevertheless, we expect positive impulses in the second half of the year: on the one hand, from the possible recovery of the machine tool market predicted by the VDW and, on the other hand, from the EMO in Hanover (September 22-26, 2025). At the world's leading trade fair for production technology, we will be presenting eight world premieres and a new automation solution, as well as innovations for digitalization. Our focus is and remains on the sustainable alignment of our processes for the future.

Accordingly, we are confirming our forecasts for the year as a whole: DMG MORI AG continues to plan for order intake of between € 2.4 billion and € 2.5 billion for the 2025 financial year. Sales revenues are still expected between € 2.2 billion and € 2.3 billion. We continue to forecast EBIT of between € 150 million and € 160 million. The free cash flow is still estimated to be between € 110 million and € 130 million. The forecasts do not take into account the effects of a possible compensation from the investment guarantee for our production plant in Ulyanovsk, the amount of which cannot be estimated at present.

OUTLOOK 2025
DMG MORI
 AKTIENGESELLSCHAFT

ORDER INTAKE:
 around € 2.4 – 2.5 billion

SALES REVENUES:
 around € 2.2 – 2.3 billion

EBIT:
 around € 150 – 160 million

FREE CASH FLOW:
 around € 110 – 130 million

With our diversified portfolio and motivated employees, a high degree of resilience and innovative strength, as well as a strong network of customers, partners and suppliers, we are well positioned as a “Global One Company”.

We are therefore looking forward to a successful financial year 2025. On behalf of myself and the whole Executive Board, I would like to thank our loyal customers and partners, our dedicated employees, and our owners for their trust in us, both now and in the future.

Dear shareholders, thank you very much for your attention. I now would like to hand back to the chairman of the meeting, Mr. Hocker.

Alfred Geißler
 CEO
 9th May 2025

Forward-Looking Statements

This speech contains forward-looking statements, which are based on current estimates of the management regarding future developments. Such statements are based on the management's current expectations and specific assumptions. They are subject to risks, uncertainties and other factors, as well as to the effects of the war in Ukraine or of other geopolitical conflicts, that could cause the actual circumstances including the results of operations, financial position and net worth of DMG MORI AKTIENGESELLSCHAFT to differ materially from or be more negative than those expressly or implicitly assumed or described in these statements. The business activities of DMG MORI AKTIENGESELLSCHAFT are subject to a range of risks and uncertainties, which may likewise render a forward-looking statement, estimate or forecast inaccurate.

DMG MORI AKTIENGESELLSCHAFT is strongly affected, in particular, by changes in general economic and business conditions (including margin developments in the most important business areas as well as the consequences of a recession) as these have a direct effect on processes, suppliers and customers. Due to their differences, not all business areas are affected to the same extent by changes in the economic environment; significant differences exist with respect to the timing and extent of the effects of any such changes. This effect is further intensified by the fact that, as a global entity, DMG MORI AKTIENGESELLSCHAFT operates in various markets with very different economic rates of growth. Uncertainties arise inter alia from the risk that customers may delay or cancel orders or they may become insolvent or that prices become further depressed by a persistently unfavorable market environment than that which we are expecting at the current time; developments on the financial markets, including fluctuations in interest rates and exchange rates, in the price of raw materials, in borrowing and equity margins as well as financial assets in general; growing volatility on the capital markets and a deterioration in the conditions for the credit business as well as a deterioration in the future economic success of the core business areas in which we operate; challenges in integrating major acquisitions and in implementing joint ventures and achieving the expected synergy effects and other essential portfolio measures; the introduction of competing products or technology by other companies or the entry onto the market of new competitors; a change in the dynamics of competition (primarily on developing markets); a lack of acceptance of new products and services in customer target groups of DMG MORI; changes in corporate strategy; interruptions in the supply chain, including the inability of a third party, for example due to natural catastrophes, to supply pre-fabricated parts, components or services on schedule; the outcome of public investigations and associated legal disputes as well as other measures of public bodies; the potential effects of these investigations and proceedings on the business of DMG MORI AKTIENGESELLSCHAFT and various other factors.

Should one of these factors of uncertainty or other unforeseeable event occur or should the assumptions on which these statements are based prove incorrect, the actual results may differ materially from the results stated, expected, anticipated, intended, planned, aimed at, estimated or projected in these statements. DMG MORI AKTIENGESELLSCHAFT neither intends to nor does DMG MORI AKTIENGESELLSCHAFT assume any separate obligation to update any forward-looking statements to reflect any change in events or developments occurring after the end of the reporting period. Forward-looking statements must not be understood as a guarantee or as assurances of future developments or events contained therein.

There are two companies using the name "DMG MORI": DMG MORI AKTIENGESELLSCHAFT with registered office in Bielefeld, Germany, and DMG MORI COMPANY LIMITED with registered office in Tokyo, Japan. DMG MORI AKTIENGESELLSCHAFT is an affiliated company of DMG MORI COMPANY LIMITED. This report refers exclusively to DMG MORI AKTIENGESELLSCHAFT. If reference is made in this report to the "group" or "DMG MORI AG", this refers exclusively to DMG MORI AKTIENGESELLSCHAFT and its controlled companies within the meaning of Section 17 of the German Stock Corporate Act (Aktiengesetz – AktG). If reference is made to "DMG MORI" or "Global One Company", this refers to the joint activities of DMG MORI COMPANY LIMITED and DMG MORI AKTIENGESELLSCHAFT including all subsidiary companies.