DMG MORI
AKTIENGESELLSCHAFT

Manufacturing the Future.

Speech of CEO
Alfred Geißler

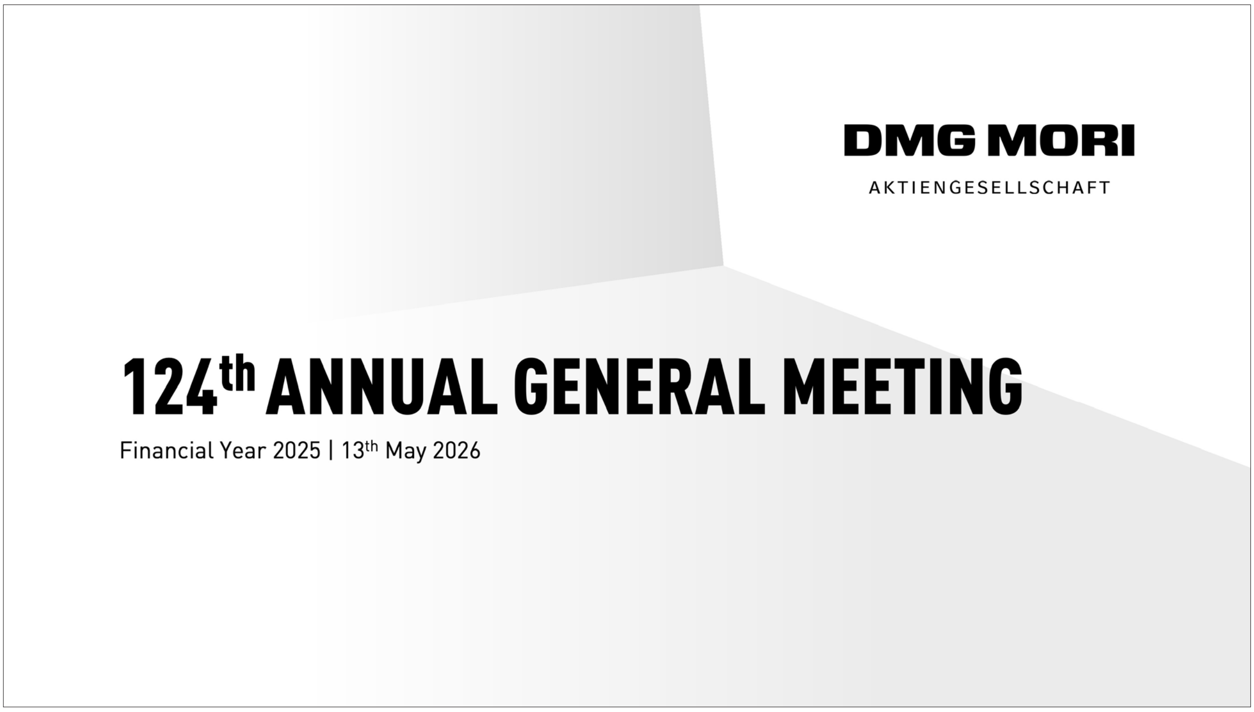
13 May 2026, 10:00 a.m. (CEST) in Bielefeld
Check against delivery.

124th Annual General Meeting

My dear Ladies and Gentlemen,

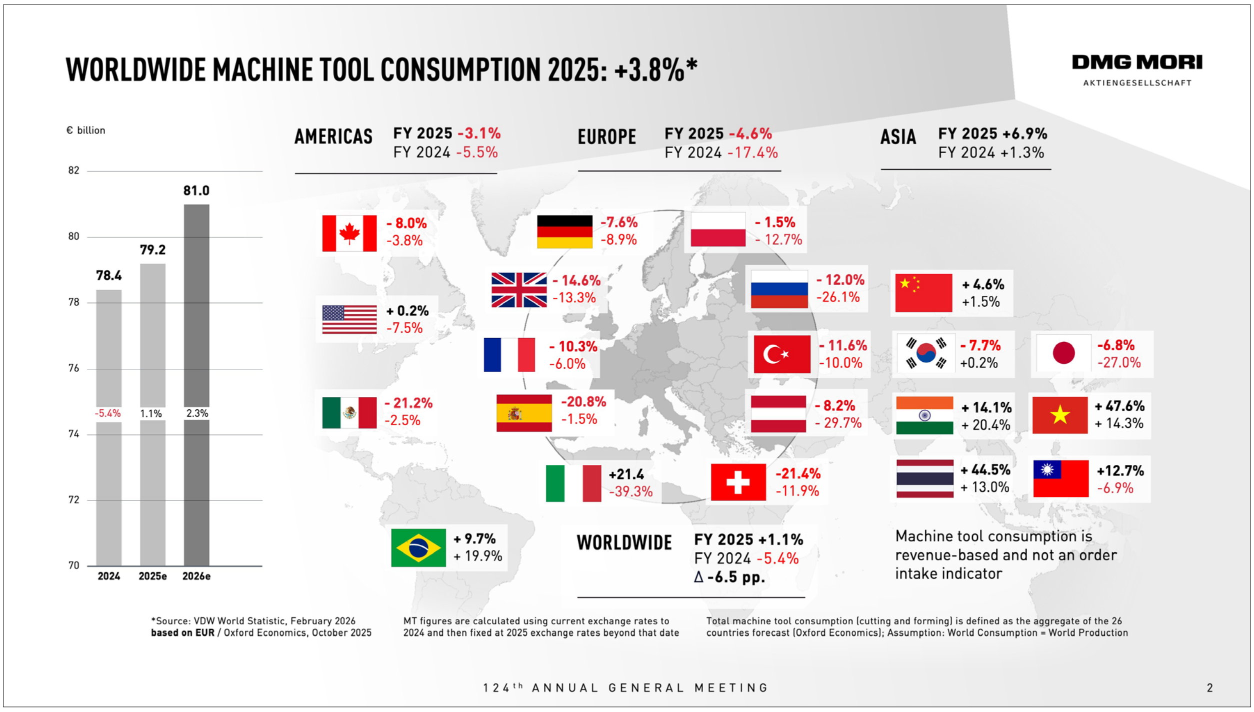
I am pleased to welcome you today to the 124th Annual General Meeting of DMG MORI AKTIENGESELLSCHAFT. Welcome, also on behalf of my colleague on the Executive Board, Mr. Hirotake Kobayashi. Thank you for accepting our invitation and joining us live today at our Annual General Meeting.

DMG MORI AG has closed the demanding financial year 2025, which continued to be marked by geopolitical uncertainties and ongoing conflicts, on a solid note. We were able to slightly improve our order intake. This shows that we offer concrete solutions for growing customer requirements with our broad product portfolio and our MX – Machining Transformation strategy. We are consistently pursuing our strong focus on quality, precision, and innovation in order to enable our customers to achieve sustainable added value and innovative growth.



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 faced considerable challenges again in 2025. The ongoing uncertainty resulting from the introduction of US tariffs and the subsequent countermeasures taken by other countries, as well as the geopolitical conflicts in Ukraine and the Middle East, slowed global 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 rose by only +1.1 % to € 79.2 billion in 2025 (previous year: € 78.4 billion).



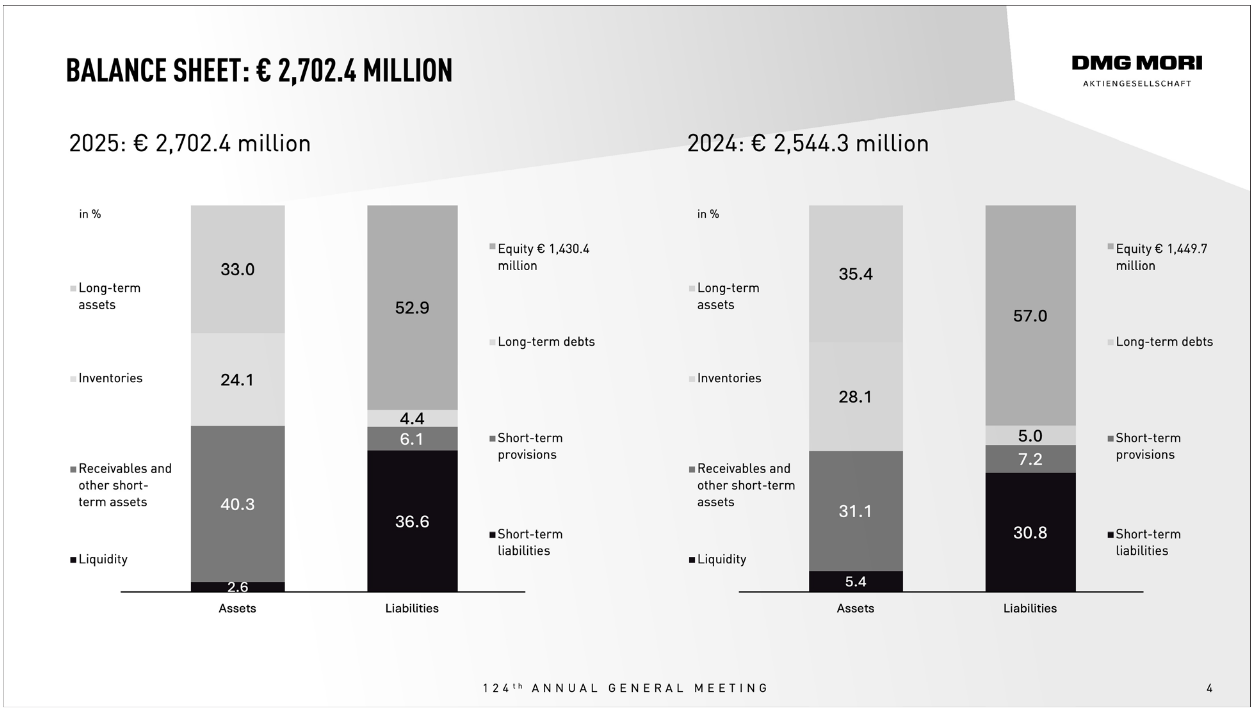
DMG MORI AG closed the financial year on a solid note despite the continuing challenging market environment. **Order intake** amounted to € 2,340.2 million (previous year: € 2,256.6 million). **Sales revenues** totaled € 2,090.4 million (previous year: € 2,228.3 million). Sales development lagged slightly behind order intake due to subdued demand for capital goods, combined with longer processing times for export licenses and associated delays in the delivery of our machines.

The **order backlog** as of 31 December 2025 amounted to € 1,573.3 million (31 Dec. 2024: € 1,452.0 million). This results in a calculated range of around six months on average for the Machine Tools segment – a good basis for the current financial year.

Results of operations developed as follows: **EBITDA** reached € 203.1 million (previous year: € 326.0 million). **EBIT** amounted to € 125.2 million (previous year: € 245.4 million). The **EBIT margin** was 6.0 % (previous year: 11.0 %). EAT totaled € 187.6 million (previous year: € 87.5 million). **EAT** comprises EAT from continuing operations of € 85.7 million (previous year: € 179.4 million) and EAT from discontinued operations of € 101.9 million (previous year: € -91.9 million). EAT from discontinued operations includes the payment of compensation from the investment guarantee for the production plant in Ulyanovsk.

The financial position developed solidly. **Free cash flow** amounted to € 114.3 million (previous year: € 117.0 million).

The **balance sheet total** increased to € 2,702.4 million as of 31 December 2025 (previous year: € 2,544.3 million). **Equity** went down by 1.3 % to € 1,430.4 million (previous year: € 1,449.7 million). The **equity ratio** decreased to 52.9 % (previous year: 57.0 %) due to an increase in the balance sheet total.



Net working capital amounted to € 441.9 million (previous year: € 426.7 million). Advance payments received decreased to € 246.8 million (previous year: € 265.9 million). **Inventories** went down to € 651.4 million (previous year: € 714.1 million). Work in progress totaled € 149.8 million (previous year: € 152.0 million) and finished goods were € 211.2 million (previous year: € 262.6 million). **Cash and cash equivalents** amounted to € 71.5 million as of the balance sheet date (previous year: € 136.2 million). The DMG MORI AG Group had sufficient financial resources.

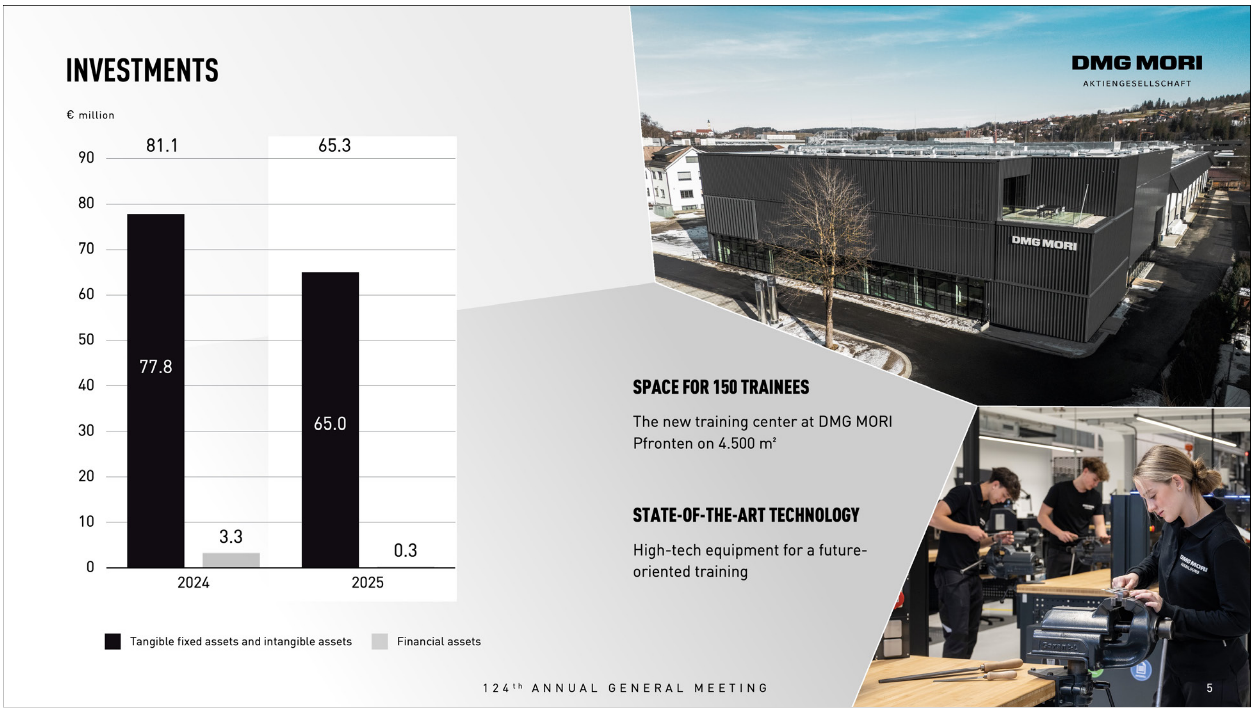
The DMG MORI AG share started the stock market year 2025 at a price of € 45.70 and closed at € 47.00 on 30 December 2025. Over the course of the year, the share price remained stable and proved to be a solid investment. Our share is currently trading at € 48.50. Market capitalization amounted to € 3.7 billion as at 30 December 2025.

Earnings from continuing operations per share were € 1.03. 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 with DMG MORI Europe Holding GmbH, earnings after taxes amounting to € 207.4 million are transferred to them. Further details on the financial year 2025 can also be found in the Group Annual Report as well as in the Annual Report and Financial Statements. 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. In order to further consolidate our stable and future-oriented position as a global market leader, we have once again made targeted investments in our production plants and implemented various measures to increase efficiency and sustainability. Investments in property, plant, and equipment and intangible assets totaled € 65.0 million (previous year: € 77.8 million), in line with our plans. Investments in financial assets amounted to € 0.3 million (previous year: € 3.3 million). This brought total investments to € 65.3 million (previous year: € 81.1 million).



Some examples from the reporting year:

At our production site in Pfronten, the new training center was in the final stages of construction at the end of the reporting year. Innovative training facilities for up to 150 trainees have been created on three levels with a total area of around 4,500 m². In the meantime, the opening took place in February 2026 on the occasion of the traditional Open House in Pfronten. With the new training center, we are investing in the future and sending a clear signal for the promotion of young talent, providing space for lifelong learning and thus strengthening the location and the region.

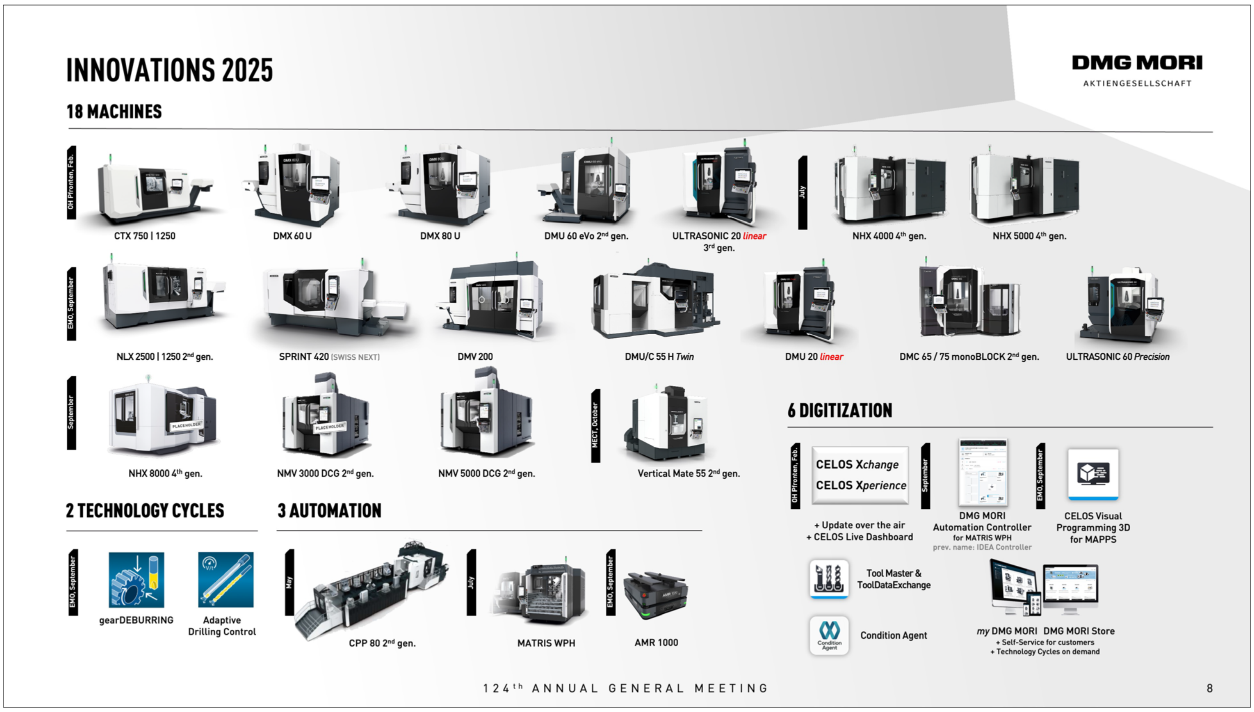
At the Bielefeld and Stipshausen locations, we continued our activities to improve and expand the logistics and assembly structures. These include infrastructure renovations, the construction of additional production and storage space, and the expansion of crane systems. The measures at both locations are scheduled for completion in the current financial year.

In addition, we continued to invest in our ERP project “GLOBE – Global One Business Excellence” for the introduction of SAP S/4HANA in order to standardize and optimize our systems and processes.

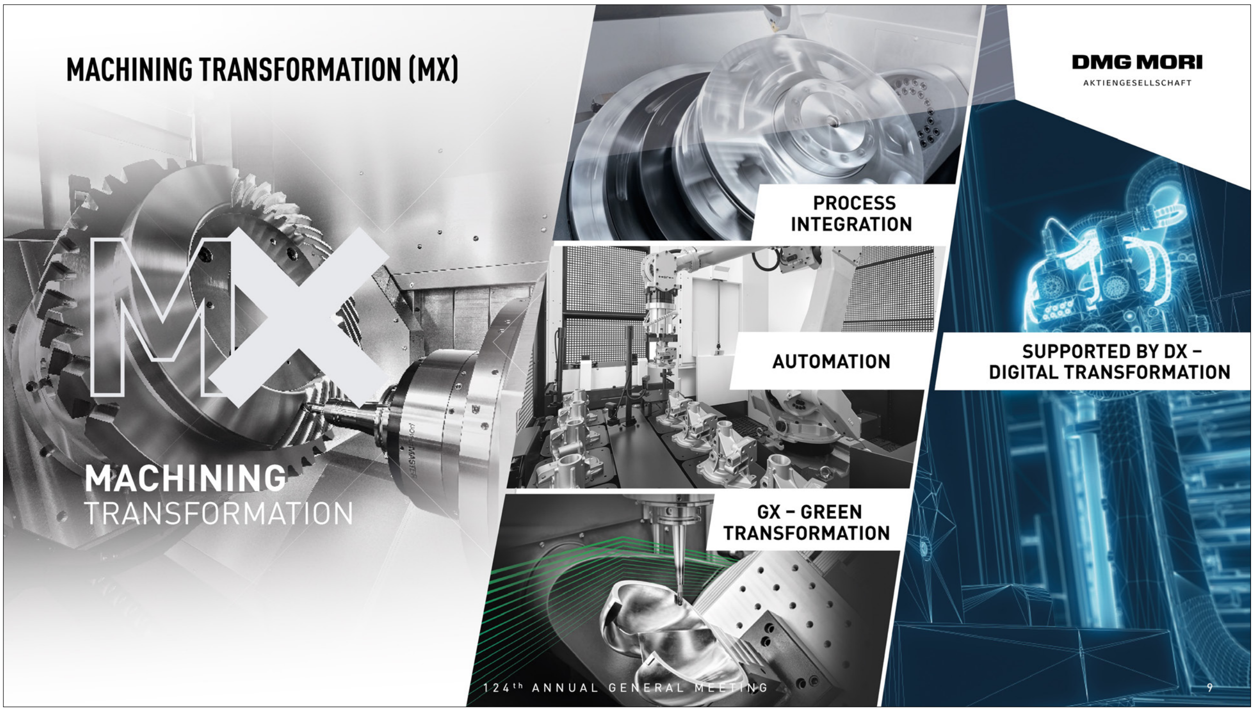
Our highly qualified employees are the backbone of our success. As of 31 December 2025, the Group had 7,383 employees, including 286 trainees (previous year: 7,498 employees, including 265 trainees). Personnel expenses amounted to € 616.6 million (previous year: € 614.8 million). The personnel ratio increased to 29.8 % (previous year: 27.9 %).

Together with DMG MORI COMPANY LIMITED, around 13,500 employees work every day for our more than 100,000 customers around the world. DMG MORI is active in 45 countries, with 128 locations, including 18 production plants.

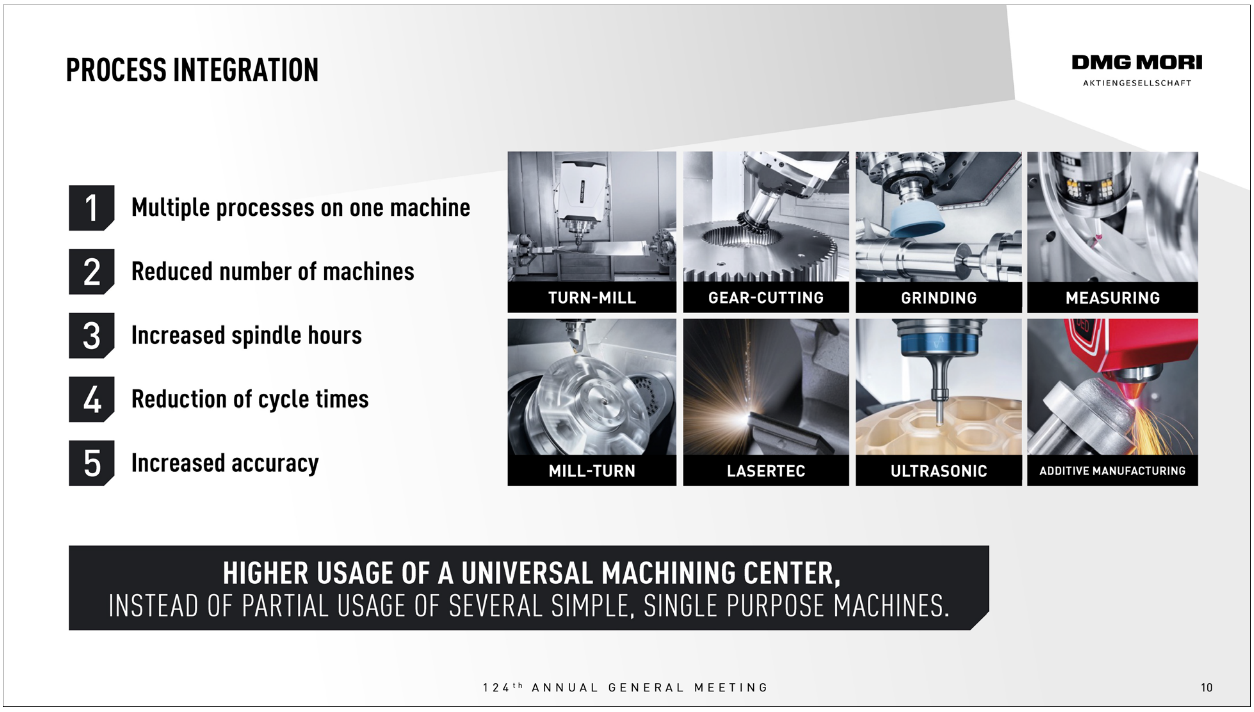
As a technology company, we are constantly improving: The aim of DMG MORI AG's research and development activities is to increase the value of our products for our customers in the long term. We maintain our research and development budget at a stable, high level. Expenses rose slightly to € 88.4 million (previous year: € 86.0 million). In the reporting year, we presented 29 innovations together with DMG MORI COMPANY LIMITED – thereof 18 machines, 3 automation products, 6 digital innovations, and 2 technology cycles. In the field of research, we have further expanded our cooperation with scientific institutions in order to develop new solutions for manufacturing technology and attract qualified employees. We participate in publicly funded research projects in cooperation with colleges, universities, and non-university research institutes.



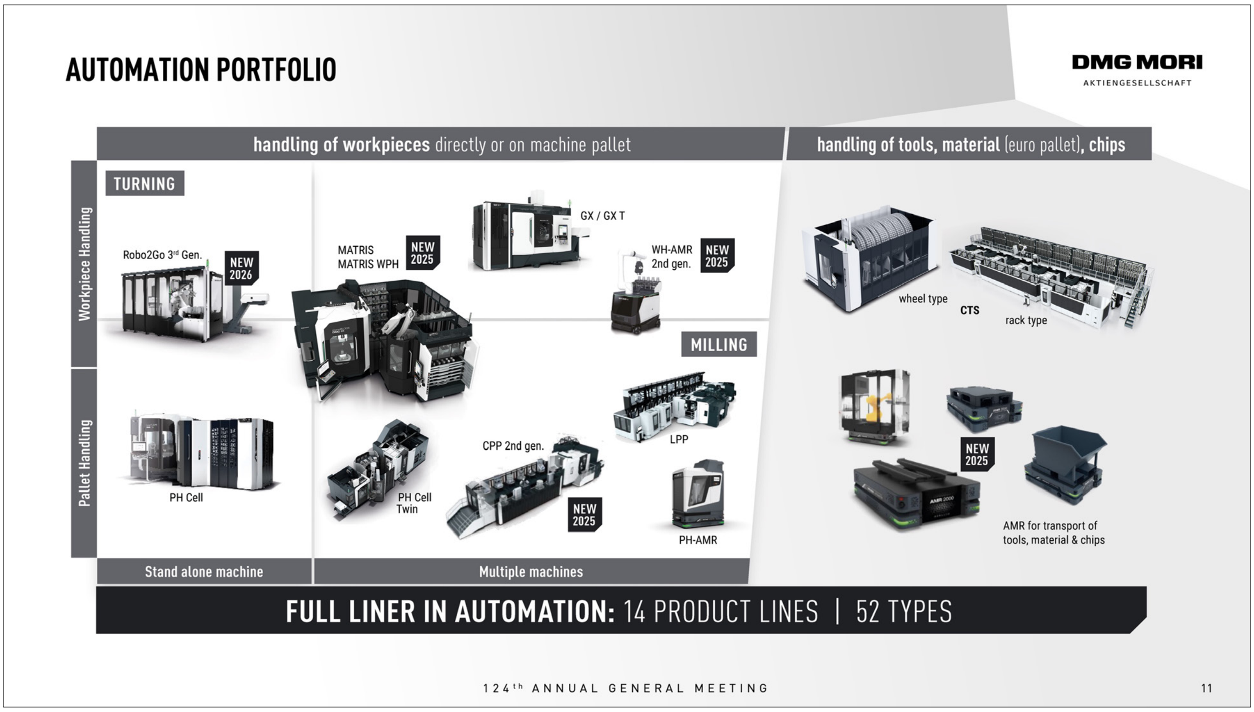
As a technology company, we offer concrete solutions for changing and increasing requirements with our comprehensive "Machining Transformation" (MX) strategy. MX is based on four pillars: process integration, automation, digital transformation (DX), and green transformation (GX). By interlinking these four pillars as closely as possible, we offer our customers individual, scalable solutions for modern, sustainable, and efficient manufacturing.



Process integration – that is, the integration of multiple technologies such as turning, milling, grinding, drilling, Ultrasonic, Lasertec, and additive manufacturing into a single turning or milling machine – enables highly complex workpieces to be manufactured on just one machine instead of several. The aim of this comprehensive integration is to reduce the number of machines and operators required, free operators from simple setup tasks, shorten setup times, save resources, improve the quality of the workpieces produced, and thus lead to higher productivity and lower CO_2 emissions.

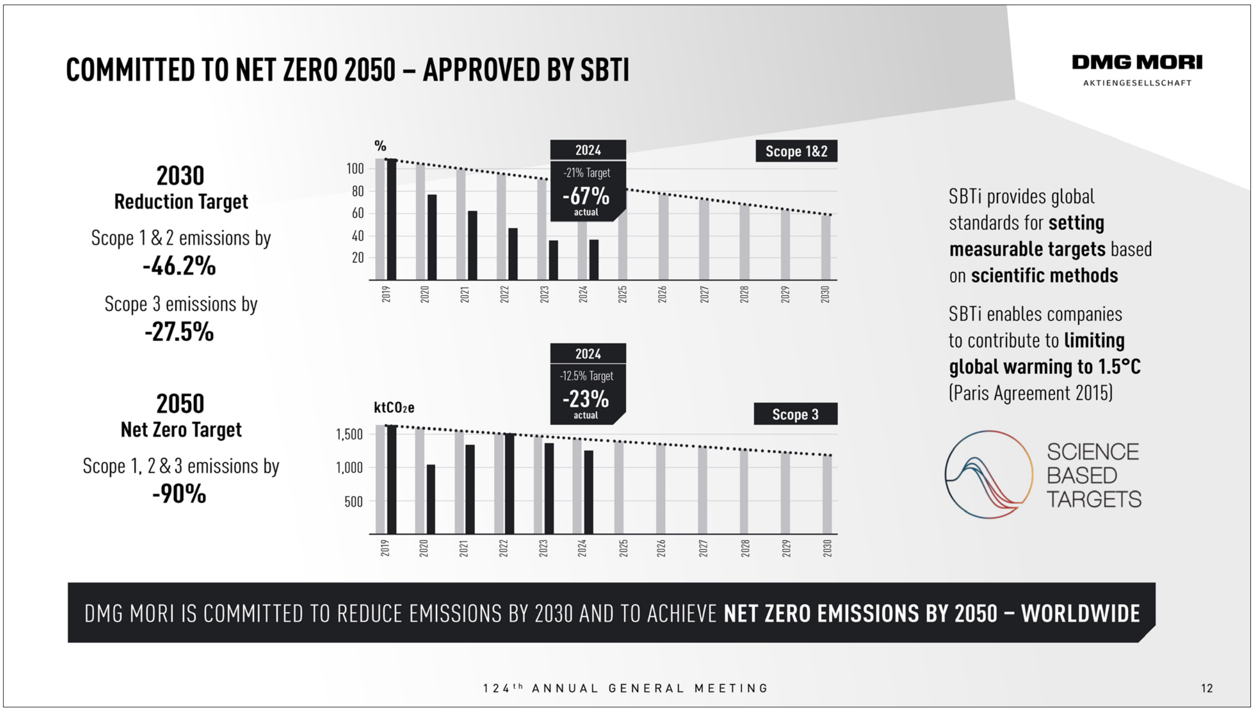


These advantages are further enhanced by combining the machine tool with automation and digital tools. We offer standard or customer-specific automation solutions for almost every DMG MORI machine and every application. This ensures that existing resources are used optimally and sustainably. Our automation portfolio includes solutions for workpiece, pallet, and tool handling, as well as digital solutions for workpiece, pallet, and tool management. In the reporting year, we expanded our automation portfolio, for example with the new AMR 1000. This collaborative automation solution with a freely configurable layout complements the existing AMR series. With omnidirectional movement, a compact footprint, and a turning circle of 0 m, the AMR transports pallets weighing up to 1,000 kg.



In line with our GX sustainability strategy, the comprehensive reduction of emissions across the entire value chain is a fundamental goal. DMG MORI has voluntarily committed to reducing global Scope 1 and 2 emissions by 46.2 % and Scope 3 emissions by 27.5 % by 2030. We are striving to achieve the “net zero” target by 2050. Our targets were developed in collaboration with the renowned Science Based Targets Initiative, which also reviewed and confirmed them.

Accordingly, we prioritize sustainability already during the development of our products and equip them with a range of solutions that enable resource-saving operation and which we are constantly developing further. We support users in energy-efficient operation by continuously creating transparency regarding energy consumption. This enables us to increase the energy efficiency of our machines in operation at the customer's site (Scope 3 Down-stream).

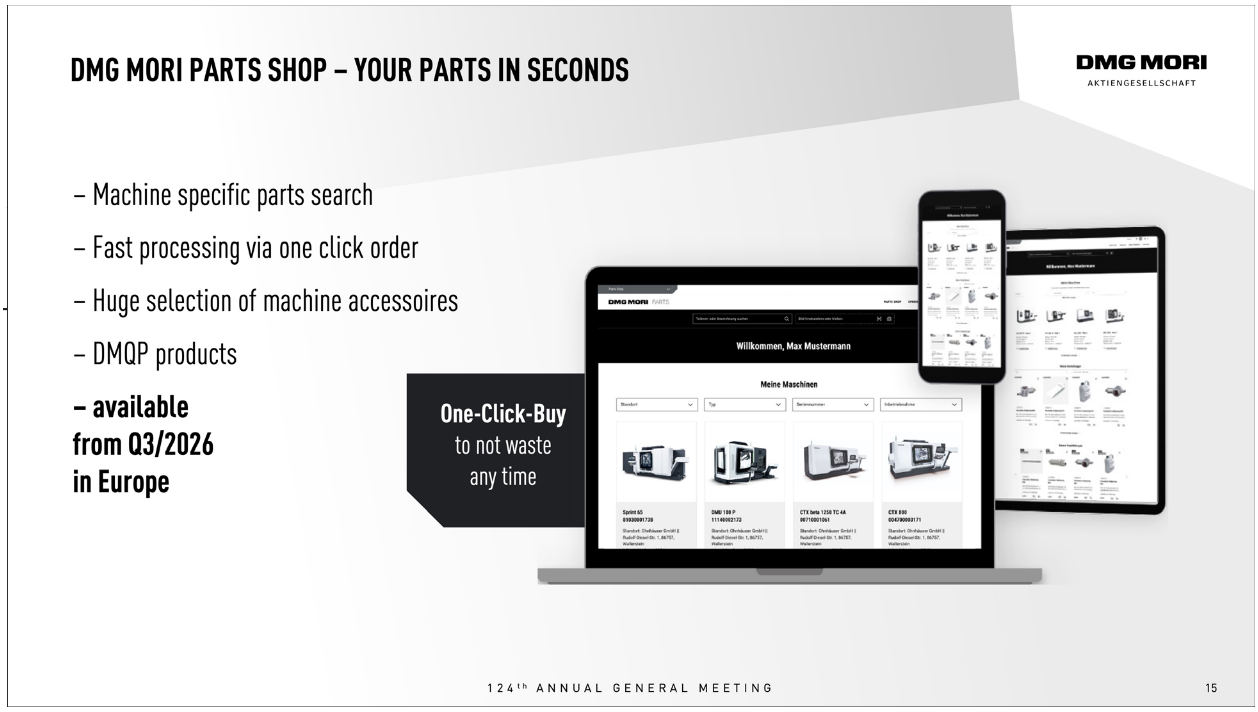


As one of the four pillars, digital transformation (DX) supports the implementation of our MX strategy with a focus on machine tools. With digital solutions along our customers' entire value chain, we aim to increase productivity in manufacturing and enable green transformation. In view of the shortage of skilled workers and the resulting increase in demand for lights-out manufacturing, we are focusing not only on automation but also on the concept of software-defined machine tools (SDMT), in which software controls, monitors, and optimizes machine functions in real time. We combine this approach in our latest human-machine interface, ERGO*line* X, with CELOS X.

With the new "Guided Digital Tooling," CELOS X offers a solution for simplified and secure tool management. The combination of Tool Master and Tool Data Exchange allows tool data to be transferred directly from the setting device to the machine, eliminating the need for manual entry. This is intended to make operation easier, even for less experienced employees. The solution ensures transparent, efficient, and error-free tool management along the entire process chain.

We are digitalizing our range of services with the online customer portal *my* DMG MORI with the aim of minimizing machine downtime and further optimizing communication with customers. In the reporting year, we expanded our offering once again: With “on-demand” technology cycles, advanced machine functions can now be activated exactly when they are needed – without any upfront investment. This reduces costs, eliminates service calls for retroactive installations, and enables risk-free testing. Activation is carried out via *my* DMG MORI for selected cycles. The new solution is designed to increase flexibility and transparency through usage-based activation with full control. Users benefit from greater autonomy and faster responsiveness to production requirements. Full licenses, flexible spindle hour packages, or one-time test licenses are available.

The new DMG MORI Parts Shop is also contributing to the further digitalization and scaling of our after-sales business. It offers our customers worldwide standardized, transparent access to original DMG MORI spare parts and is seamlessly integrated into the customer portal *my* DMG MORI. By consistently digitalizing ordering processes, we are increasing efficiency, improving predictability in the spare parts business, and strengthening customer loyalty throughout the entire machine life cycle. At the same time, we want to lay the foundation for sustainable, recurring sales growth with high service quality with these measures.



Now, let us take a look at the current financial year:

For the current financial year 2026, VDW and Oxford Economics expect global machine tool consumption to recover by +2.3 %. However, structural challenges remain. While fiscal stimulus measures such as economic stimulus programs, tax relief, and bureaucracy reduction could provide relief in Europe, existing trade conflicts and persistently high tariffs pose significant risks to international demand. In addition, our important domestic market in Germany is expected to grow only slightly, at +0.5 %.

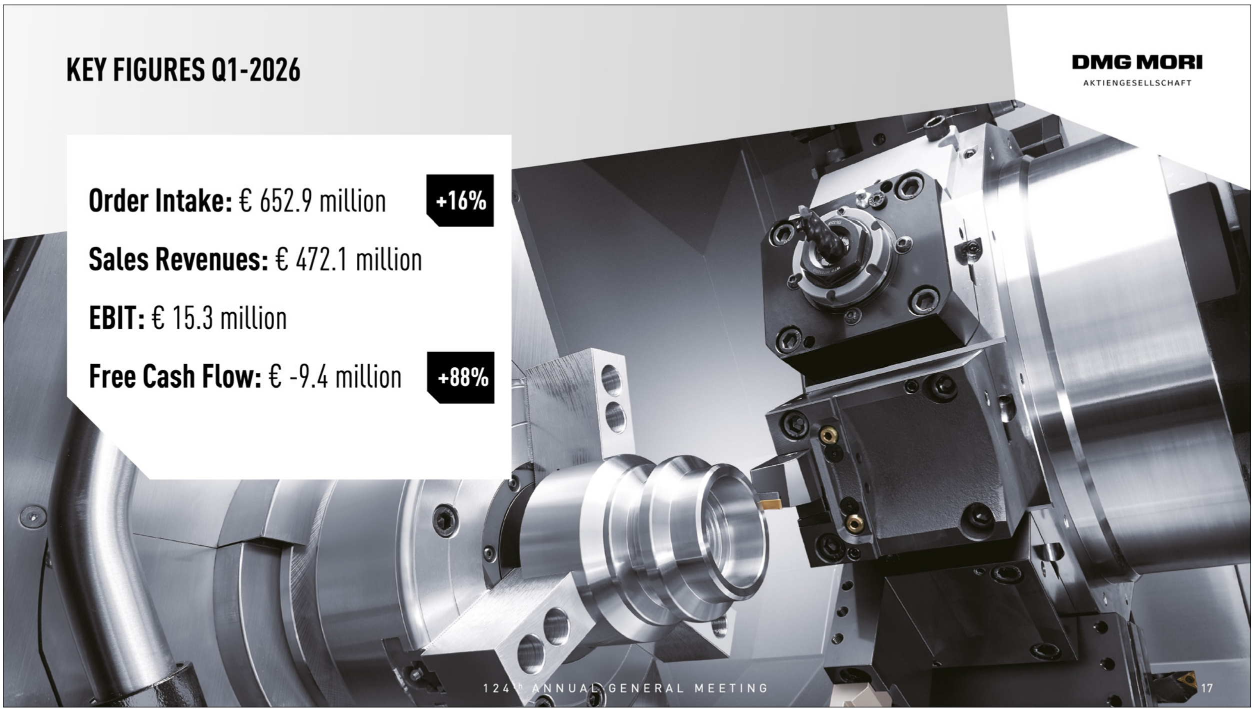
DMG MORI AG has made a solid start to the new financial year. The positive trend from the fourth quarter of 2025 continued, particularly in terms of order intake. At our traditional open house in Pfronten, we once again welcomed over 6,500 trade visitors and noted great interest in our comprehensive technology solutions as well as very strong demand for automation solutions.

Here are the key figures for the first quarter of 2026 in detail:

In a persistently volatile market environment, DMG MORI AG increased its order intake by +16 % to € 652.9 million (previous year: € 562.3 million). Sales revenues amounted to € 472.1 million (previous year: € 468.7 million).

The results of operations developed as follows: EBITDA amounted to € 34.1 million (previous year: € 38.4 million). EBIT totaled € 15.3 million (previous year: € 19.7 million). The EBIT margin was 3.2 % (previous year: 4.2 %). EBT amounted to € 17.1 million (previous year: € 21.5 million). EAT was € 12.2 million (previous year: € 15.3 million).

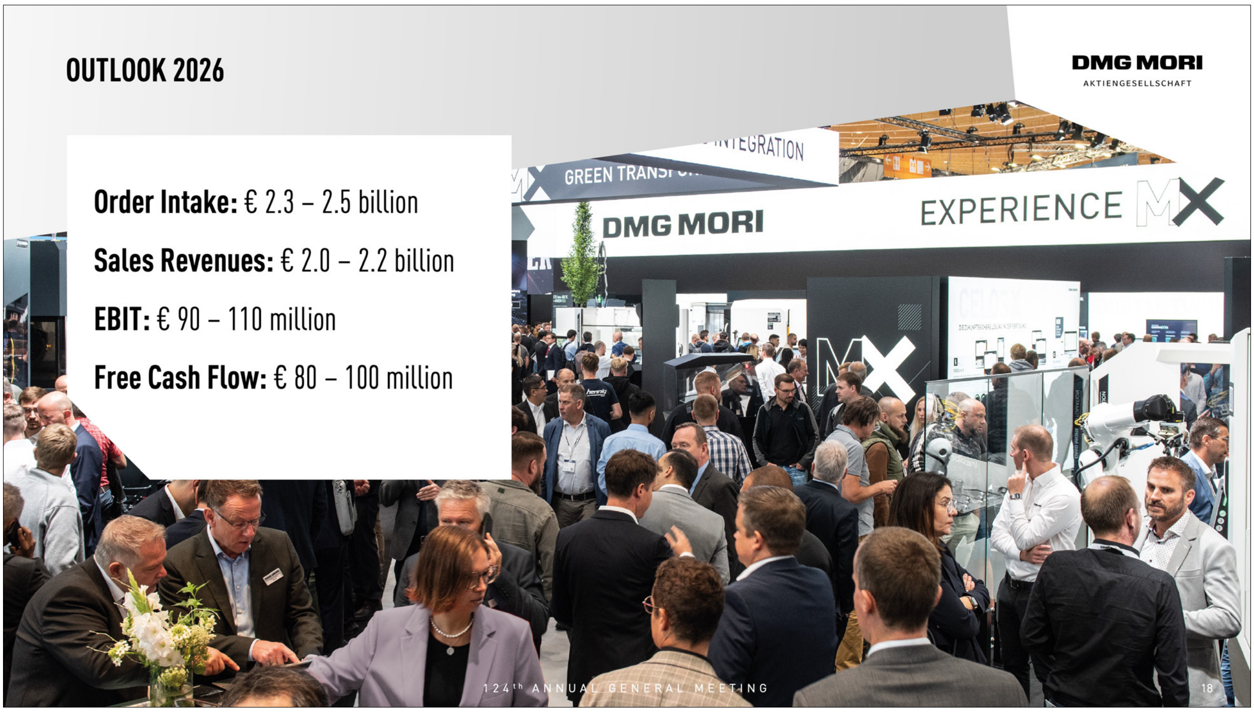
The financial position developed as planned. Free cash flow improved by +88 % to € -9.4 million (previous year: € -75.9 million), mainly due to the positive order intake development and the corresponding advance payments received.



We continue to expect a volatile environment for the financial year 2026. Moderate growth forecasts for the global economy and machine tool demand are still offset by geopolitical uncertainties, ongoing conflicts, and generally subdued demand for capital goods.

At the same time, given our solid positioning and stable performance in the first three months, we remain optimistic and are therefore confirming our forecasts for the full year: DMG MORI AG continues to plan for order intake to be between € 2.3 billion and € 2.5 billion and sales revenues between € 2.0 billion and € 2.2 billion. We forecast EBIT of between € 90 million and € 110 million. Free cash flow is estimated to be between € 80 million and € 100 million.

We are continuing to invest specifically in our locations, our employees, and the further development of our technology solutions. We are consistently aligning our processes with the future and working hard to make further improvements. With a strong foundation, high resilience, and innovative strength, as well as our close network of customers, partners, and suppliers, we are ideally equipped for the current financial year as a "Global One Company."



On behalf of the entire Executive Board, I would like to thank our loyal customers and partners, our dedicated employees, and our owners for their trust and support. Together, let us look forward with optimism to a successful financial year 2026!

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
13th May 2026