

THE PLATFORM GROUP

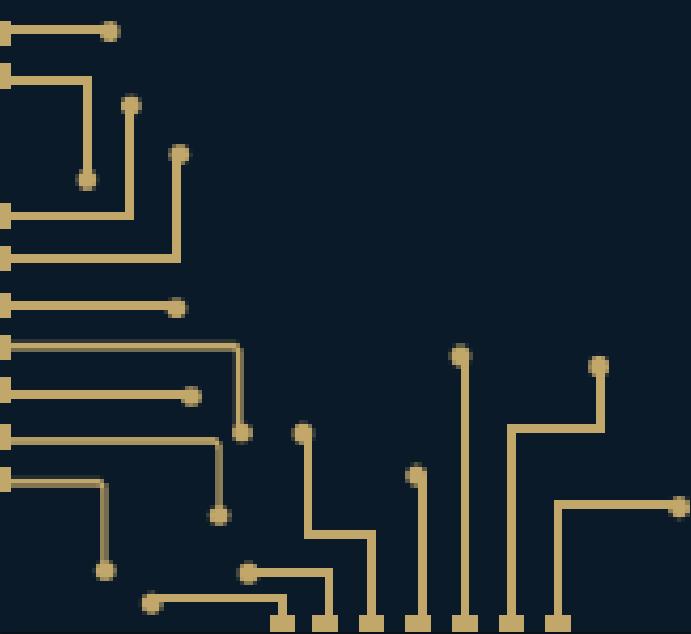
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# INVESTOR PRESENTATION

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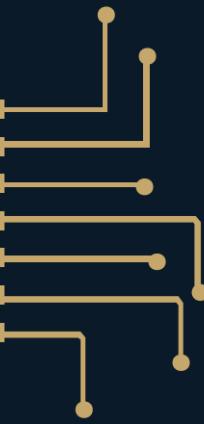
PRELIMINARY FINANCIAL RESULTS FOR THE  
2025 FINANCIAL YEAR, AEP & OUTLOOK 2026

JANUARY 27, 2026



# PLATFORM GROUP

## INTRODUCTION & UPDATES



# OUR MANAGEMENT STRUCTURE

## Supervisory Board



**Stefan Schütze**  
*Chairman*

Managing Partner of C3 Management, >20 years in executive and supervisory roles

**Marcel Roessner**

C-level member in the luxury and ecommerce sector

**Florian Müller**

Entrepreneur and experienced C-Level Manager

**Dr. Olaf Hoppelshäuser**

Member of the Board of Directors at Alliance Group

## Our Management



**Dr. Dominik Benner**  
CEO (board)



**Sarah Millholland**  
Chief Human Resources Officer



**Sven Schumann**  
Chief Portfolio Manager



**Frederic von Borries**  
Chief Platform Officer



**Bjoern Minnier**  
M&A / Finance



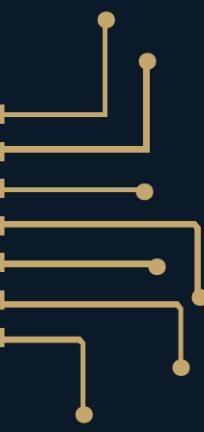
**Sven Hülsenbeck**  
Chief Technology Officer



**Christoph Wilhelm**  
Chief Operative Officer

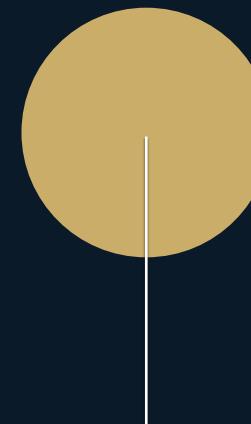
Strategic and operational responsibilities are led by seven experienced managers, ensuring depth and continuity across the group





# COMPANY HISTORY: THE PLATFORM GROUP

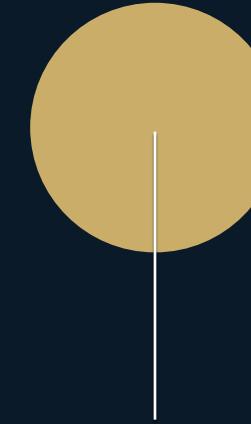
## TPG MILESTONES: FROM LEGACY TO GLOBAL PLATFORM



2012

### Digital Transformation

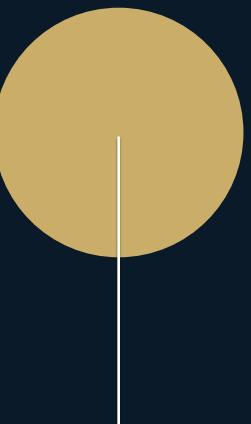
Dr. Dominik Benner pivots the 1882 founded **family shoe business to online**, launching Schuhe24 and founding the roots of The Platform Group.



2025

### Ecosystem Expansion

TPG operates **34 platforms**, connecting over **16,600 merchants** and **6 million customers** across Europe, powered by its proprietary **TPG ONE software** platform.

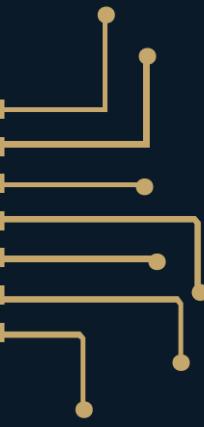


2030

### Vision for Growth

TPG aims to connect **over 40,000 merchants** with operations across **>50 industries** and expand into **North America**, leveraging AI for margin expansion.





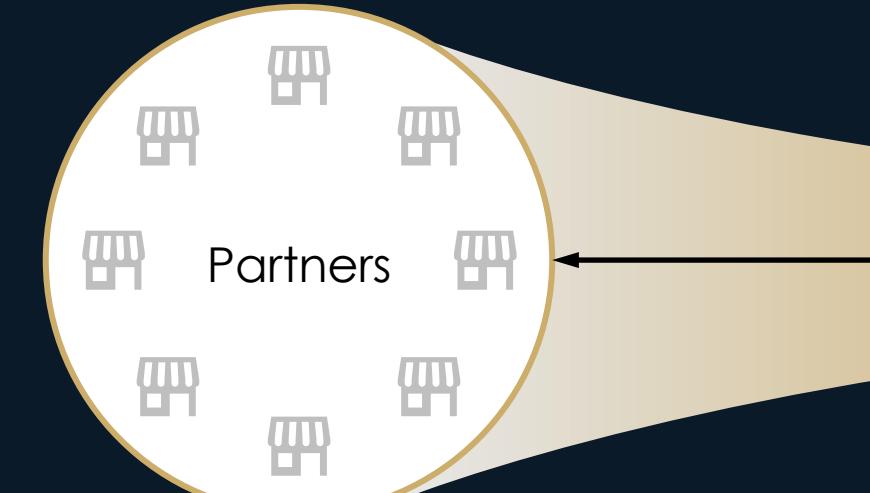
# VALUE CREATION

OUR UNIQUE SYSTEM TO CONNECT PARTNERS AND CUSTOMERS WORLDWIDE



**1882**

originated



**+16,600**  
partners



**35**

platforms

**>6.7m**  
customers

**26**

industries

## KEY FEATURES



ASSET LIGHT



SOFTWARE ENABLED



PROCESS EXCELLENCE



PARTNER CENTRIC



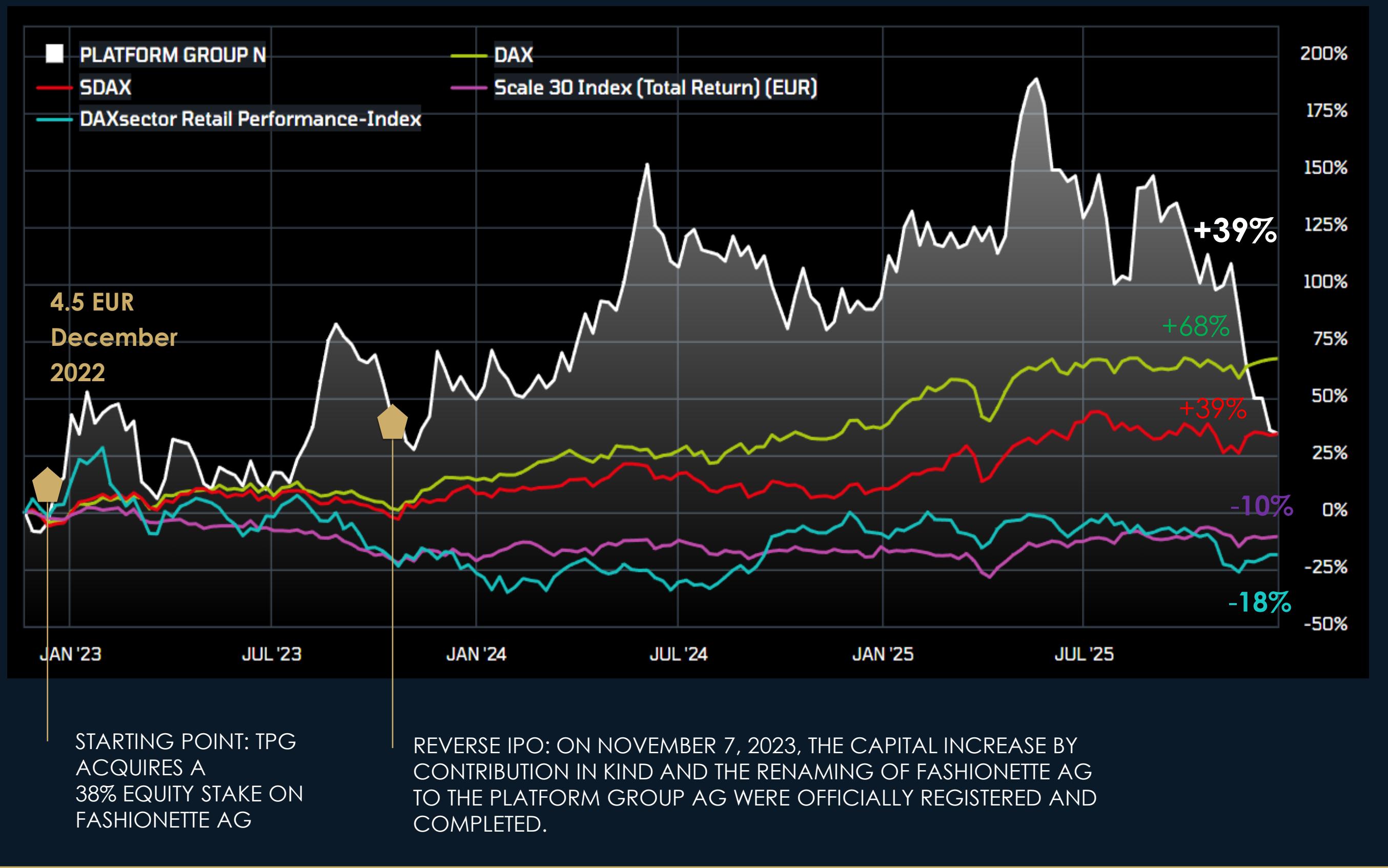
STRATEGY DRIVEN



# TPG'S SHARE DEVELOPMENT

DEVELOPMENT OF SHARE SINCE 12/2022 & TRADING VOLUME

## SHARE DEVELOPMENT SINCE DEC 2022 – DEC 2025



## MARKET SNAPSHOT

|                     |                                 |
|---------------------|---------------------------------|
| Share ISIN/ Ticker: | DE000A2QEFA1 / TPG              |
| No. of shares (m):  | 20.5                            |
| Market cap EUR m:   | 103                             |
| Freefloat MC EUR m: | 33                              |
| Ø daily Trad. Vol.: | 435,605                         |
| Trading venue:      | XETRA, XFRA, gettex, Tradegate  |
| Index:              | Scale All Share, Scale 30       |
| Segment:            | Scale, Frankfurt Stock Exchange |

## RESEARCH COVERAGE

| Latest Update / | Institution    | Price Target (EUR) |
|-----------------|----------------|--------------------|
| Jan 26          | mbw research   | 19.50 (BUY)        |
| NOV 17          | First Berlin   | 20.00 (BUY)        |
| NOV 17          | mbw research   | 19.50 (BUY)        |
| NOV 14          | nuways         | 21.00 (BUY)        |
| NOV 14          | P. BNP Paribas | 23.00 (STRONG BUY) |
| NOV 6           | ODDO BHF       | 16.00 (OUTPERFORM) |

Ø 19.7  
TARGET PRICE  
in EUR

Source(s): Daily trading volume December 2025 Designated Sponsor Report BankM; Market Cap: 30 December 2025, IPO of fashionette October 2020, XETRA Close December 30, 2025: 5.46EUR, Share price development Dec 2022 – December 30 gettex exchange, 2025, P. BNP Paribas= Portzamparc BNP Paribas

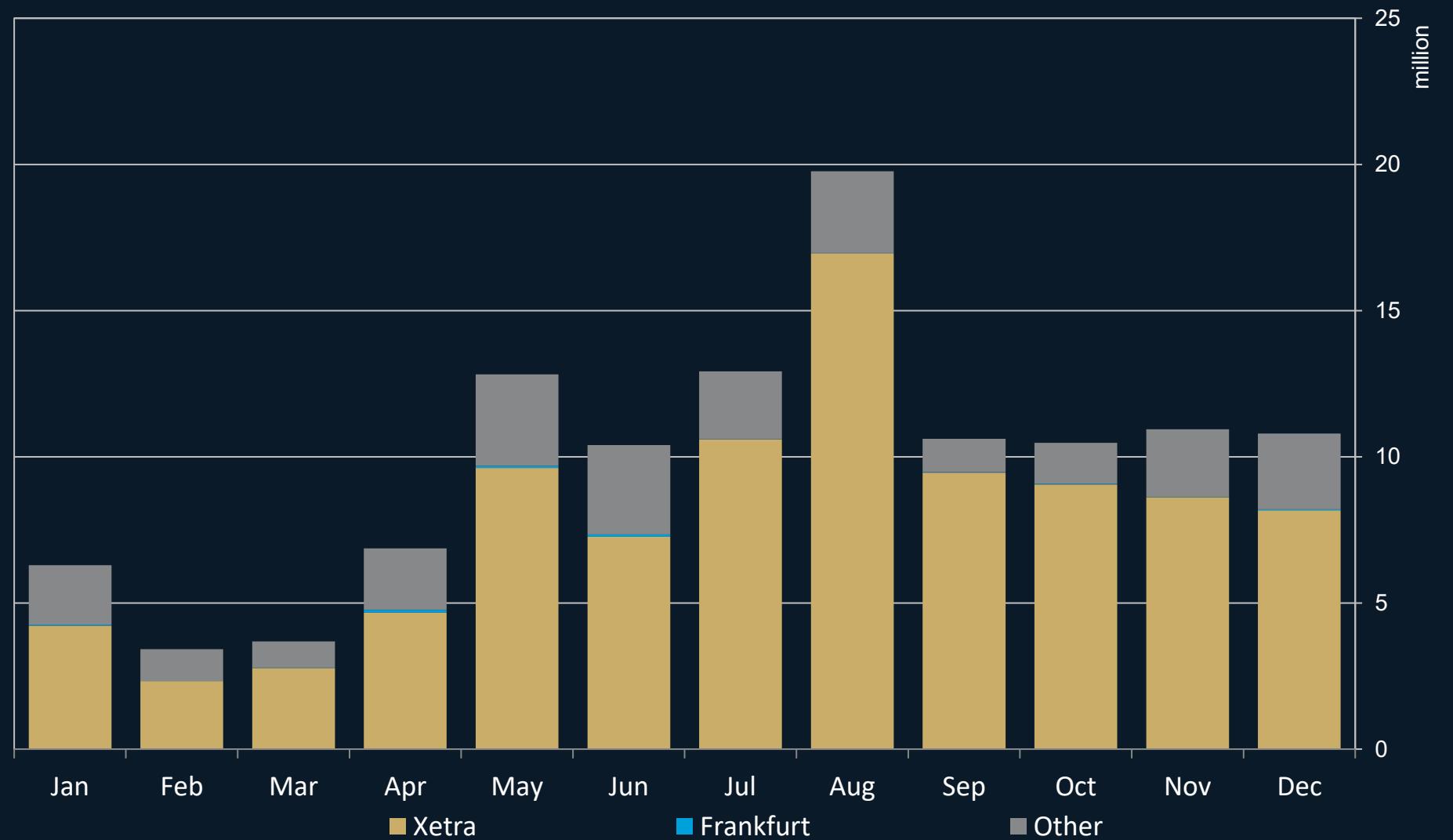


# TPG'S SHARE DEVELOPMENT

## INCREASED LIQUIDITY DRIVEN BY STRONGER FOREIGN INVESTOR PARTICIPATION

### LIQUIDITY CONTINUES TO STRENGTHEN

Turnover for the last 12 month (in €m)

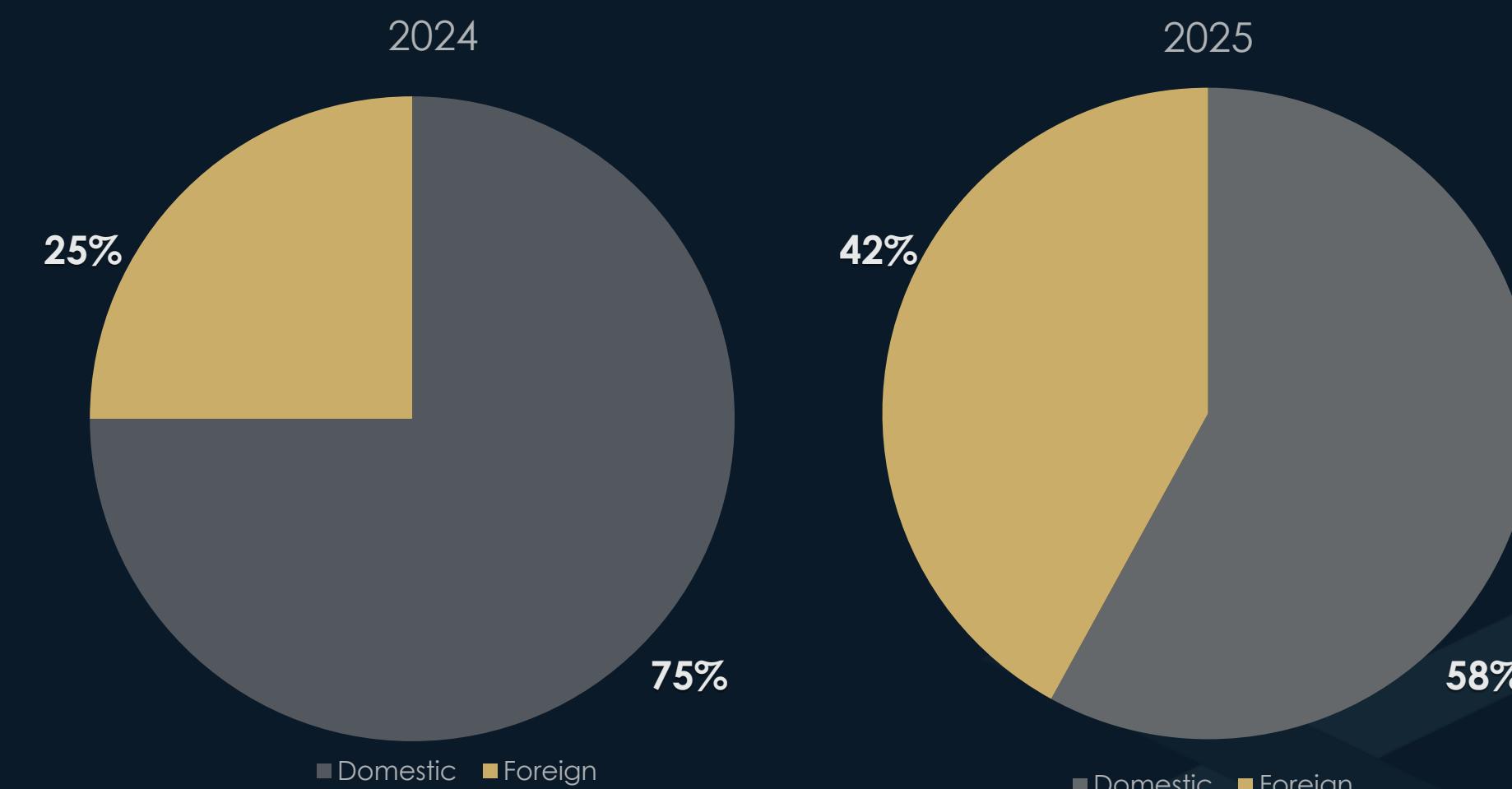


**4.5X**

increase in trading volume

### RISING INTERNATIONAL MARKET PARTICIPATION

Total turnover (EUR) on Xetra and Frankfurt by member



**+168%**

increase in foreign trading activity

Trading volumes increased more than 4.5 times year-on-year, with monthly averages rising from €2.3 million in December 2024 to €10.8 million in December 2025 — averaging €9.9 million in 2025 overall (2024: €2.4 million).

Six roadshows and twelve conferences enabled active global engagement, translating into broader investor participation – clearly visible total turnover. The completed roadshows in London, Dublin, Amsterdam, Zurich, Frankfurt and Munich deepened and diversified our investor dialogue.



Source(s): Stock Report Deutsche Börse December 2024, December 2025, Trading volume 2025 total €119m (2024: € 29m)

# TPG'S SHARE & BOND DEVELOPMENT

TPG STOCK AND BOND WITH NEGATIVE DEVELOPMENT IN LAST 4 MONTHS

## SHARE DEVELOPMENT 2025

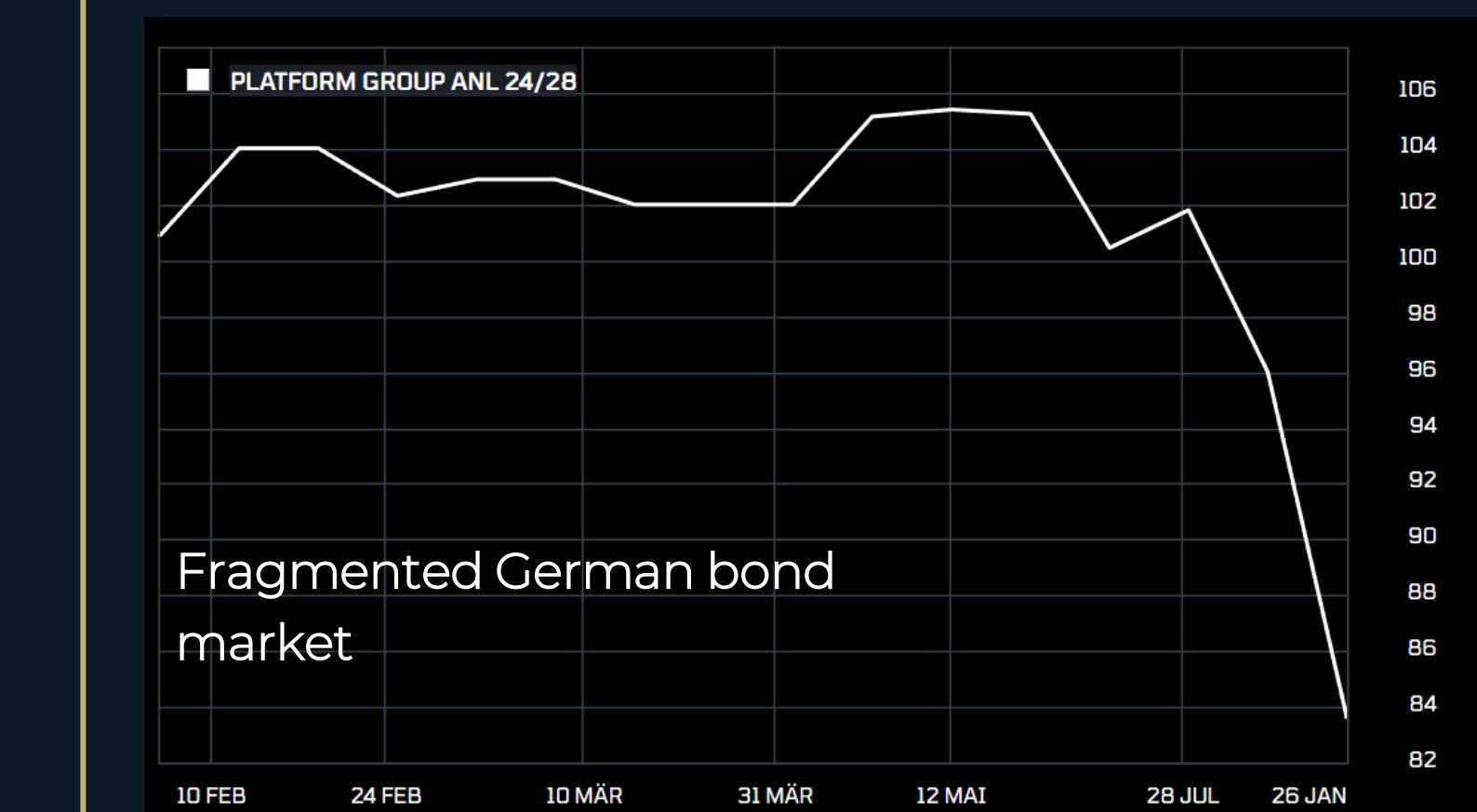


TPG Share price 2025:

- 29%, impacted by market volatility, investor structure and one-off effects
- Focus: Execution of Vision 2030 and long-term value creation
- Improved shareholder visibility following the introduction of registered shares

Jan 26

## BOND DEVELOPMENT 2025



Fragmented German bond market

The screenshot shows the Euronext Markets website with the following details for The Platform Group Ag 24/28:

- Market: NORDIC ALTERNATIVE BOND MARKET
- ISIN: NO0003256834 - BOND
- Issuer: THE PLATFORM GROUP AG
- Price: 8,875% EUR C

Price movements of TPG Bond:

- Price volatility driven by technical selling in fragmented German markets
- No change in fundamentals, stable pricing on Oslo Exchange (~97)



Source(s); XETRA Close December 30, 2025: 5.46EUR, Share price development January 2 – December 30 gettex exchange.,

# 26 INDUSTRIES COVERED WITH 5 SEGMENTS

## Consumer Goods



## Industrial Goods



## Optics & Hearing (7/2025)

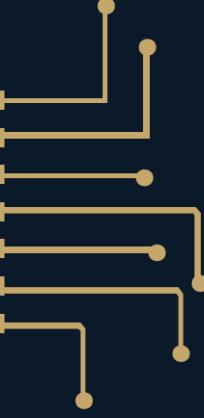


## Freight Goods



## Pharma & Retail Goods





# GROWTH PILLARS – HOW WE SCALE THE TPG PLATFORM

## 1. M&A DEVELOPMENTS 2025



- Acquire companies that deepen expertise, add supply, or expand segment/ industry
- Boosts scale and performance within current sectors/ industry

- Add entirely new industries/ segments to the platform
- Opens additional merchant pools, customer groups and GMV streams
- Divestment of 3 small portfolio companies in Q4 2025: Emco, Aplanta and x-mobility. Car-subscription business not in line with our expectations → consistent termination.

Every acquired company brings **new partners, new products and new customers** into TPG.



Source(s): Company Information, Acquisitions 2025, 2026

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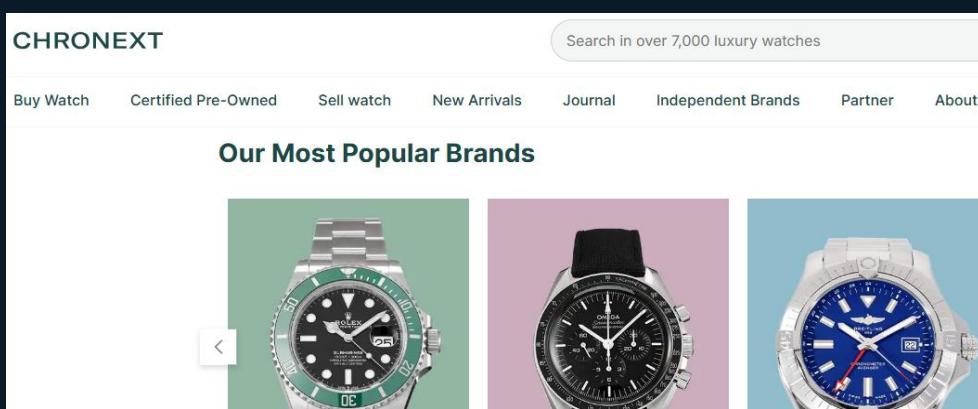
# TPG'S LUXURY PORTFOLIO

## LUXURY PORTFOLIO COMPLIMENTED WITH WELL SUITED ADDITIONS



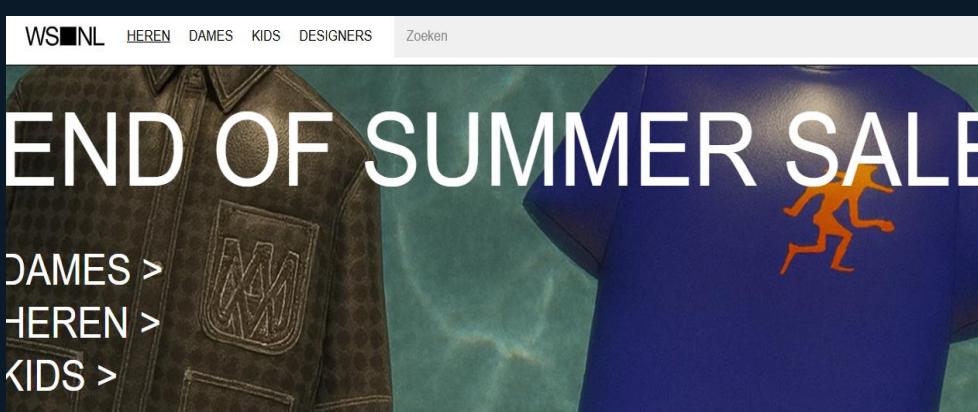
### FASHIONETTE (Fashion & Vintage Luxury)

Focuses on premium & luxury fashion items, including handbags and accessories from top designers.



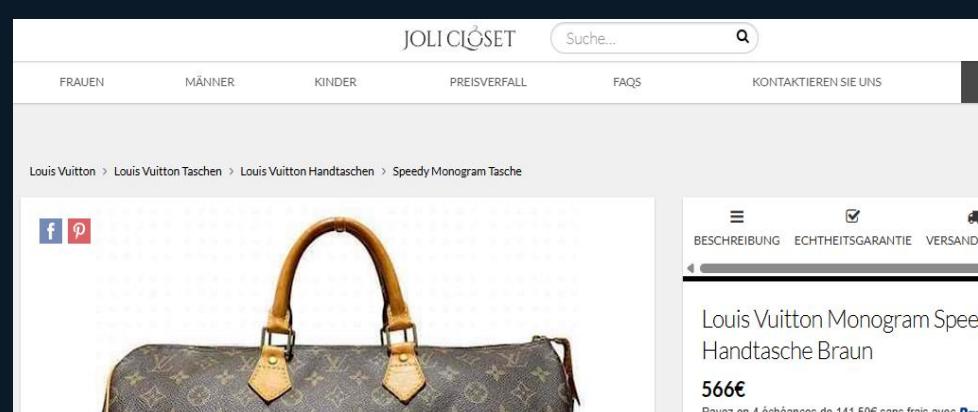
### CHRONEXT (Watches)

Specializes in luxury watches, offering a curated selection from prestigious brands (Rolex, IWC, Patek...).



### WINKELSTRAAT & Brandfield (Fashion & Jewelry)

Combines premium fashion and jewelry, featuring exclusive collections and seasonal promotions.

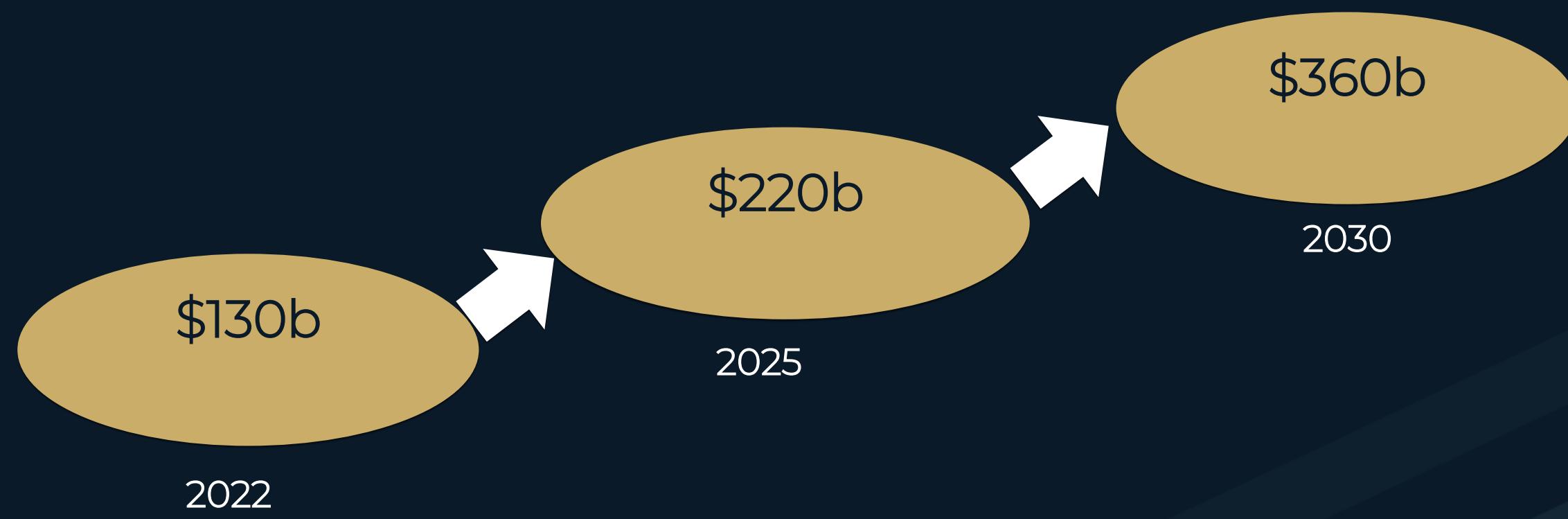


### JOLI CLOSET (Vintage Luxury)

Offers vintage luxury goods, specializing in pre-owned designer pieces and rare finds (Louis Vuitton, Hermès....).

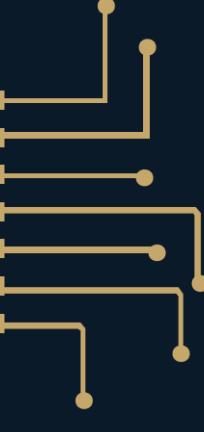
Source(s): Company Information, BCG Study Luxury October 2025

### Secondhand Luxury Market is 3x faster growing than firsthand



### USP TPG's own authentication, verification Most valuable digital product passport attributes (in %)



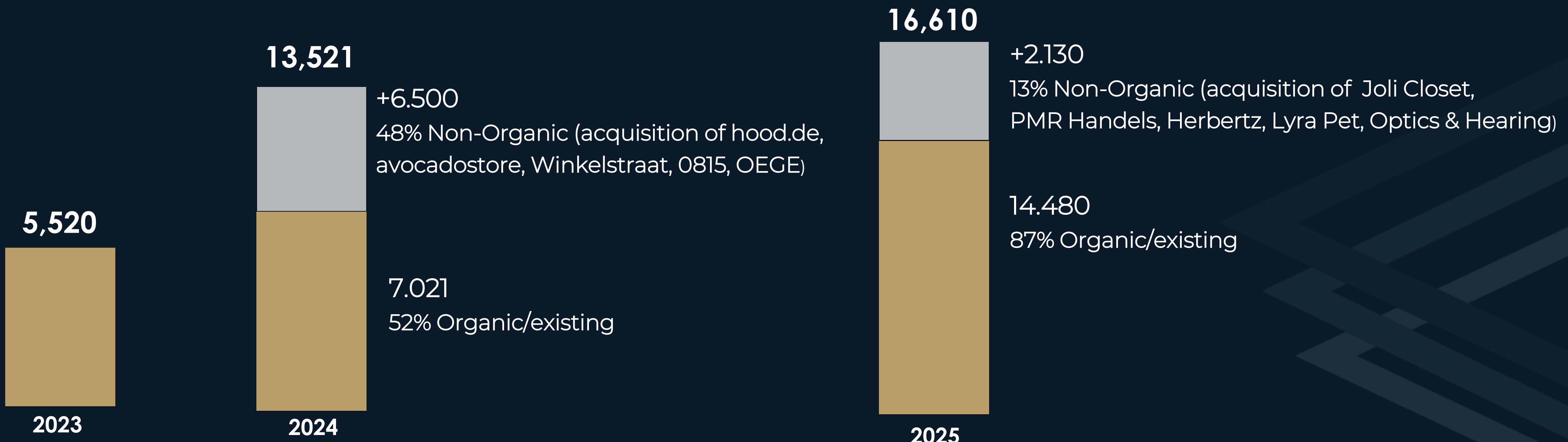


# GROWTH PILLARS – HOW WE SCALE THE TPG PLATFORM

## 2. MERCHANT/ PARTNER EXPANSION 2025

- Growing partner base: onboarding of new retailers/ merchants into the platform ecosystem
- Software TPG One as enabler for fast onboarding and scalable business
- Local retailers can “go online” via TPG and sell their products across 50+ shops/marketplaces
- M&A: Strengthen existing verticals and enter new industries. Every acquired company brings new partners

Number of Partners, 2023–2025



Source(s): Company Information, SKU=Stock Keeping Unit, FY 2025 all numbers are unaudited and preliminary.

# LATEST DEVELOPMENTS (3 MONTH)

## M&A ACQUISITIONS

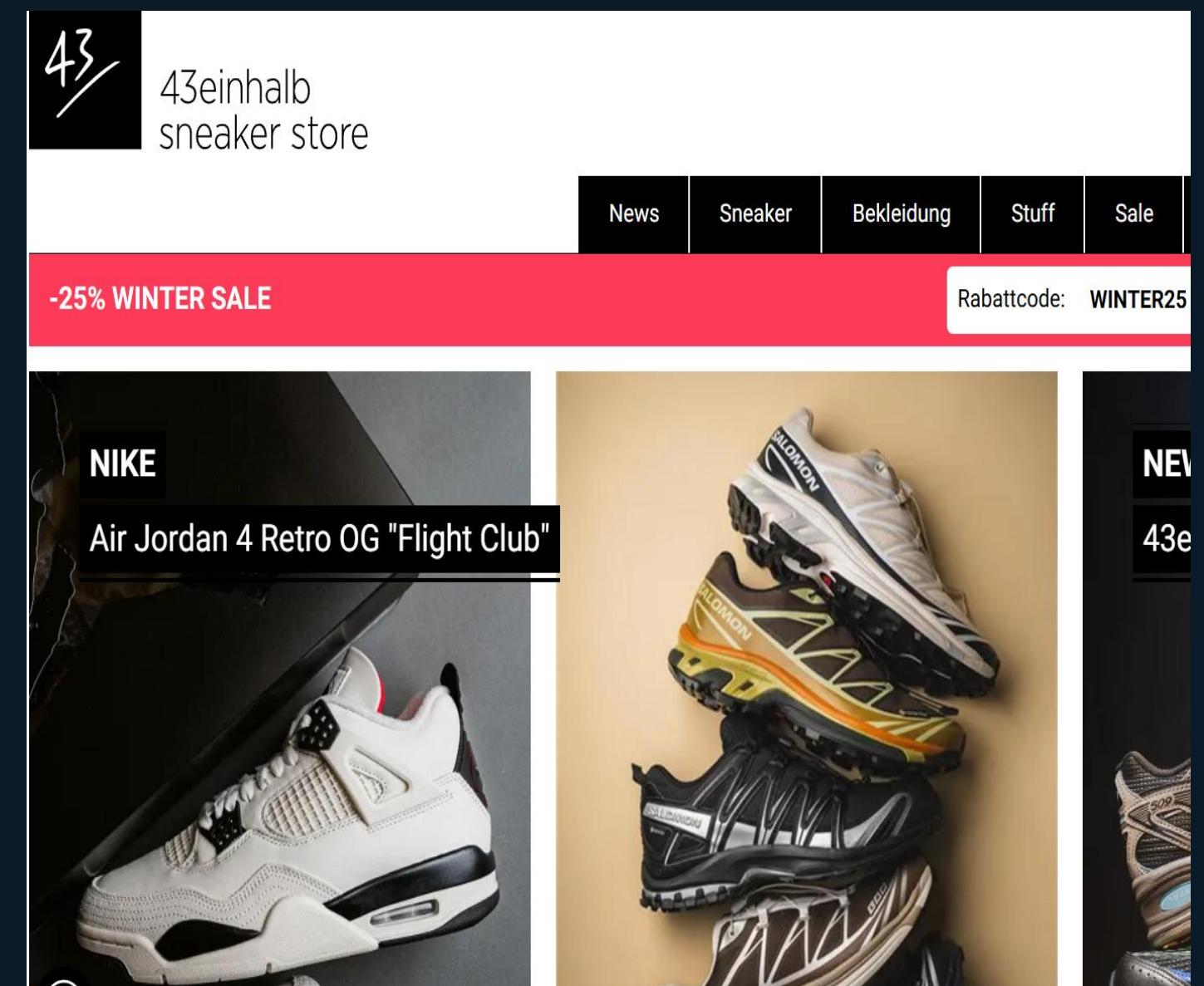
### Acquisition of apothekia GmbH

(B2B pharma training platform)



### Acquisition of 43einhalb GmbH

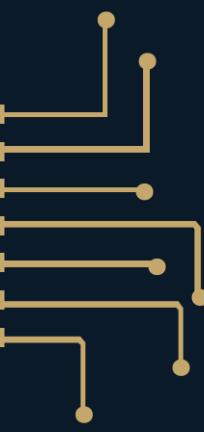
(B2C platform for fashion and  
footwear)



### Acquisition of AEP GmbH

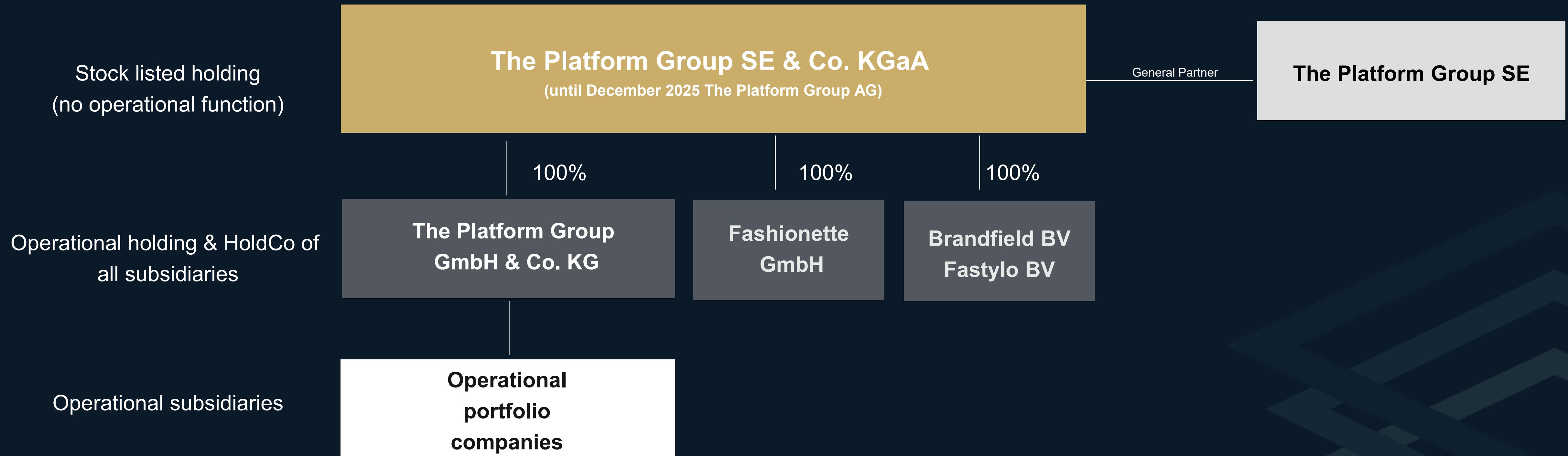
(B2B platform pure-play  
pharmaceutical wholesaler)





# LATEST DEVELOPMENTS (3 MONTH)

ORGANIZATIONAL STRUCTURE: THE PLATFORM GROUP SE & CO. KGAA 2/2



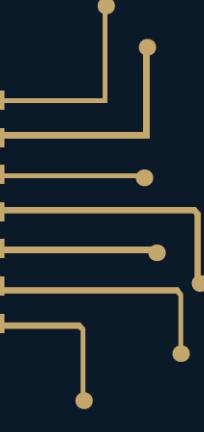
Source(s): Company information December 2025

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Investor Presentation

# PLATFORM GROUP

## AEP ACQUISITION



# THE STRATEGIC RATIONALE BEHIND THE ACQUISITION OF AEP

SEEKING STRATEGIC FIT AND VALUE GROWTH FOR A SUSTAINABLE INVESTMENT



- Online platform with 38.800 connected pharmacies and 300 manufacturers
- Acquired in 2021
- Majority of 80%



- B2B platform partner of >7.000 local pharmacies and 560 manufacturers
- Digital B2B order platform
- Best in class cost ratio
- Strong growth potential



- Online education platform for > 40.500 users in Germany
- 850.000 sessions/year
- >8.000 pharmacies
- Market leader in Germany

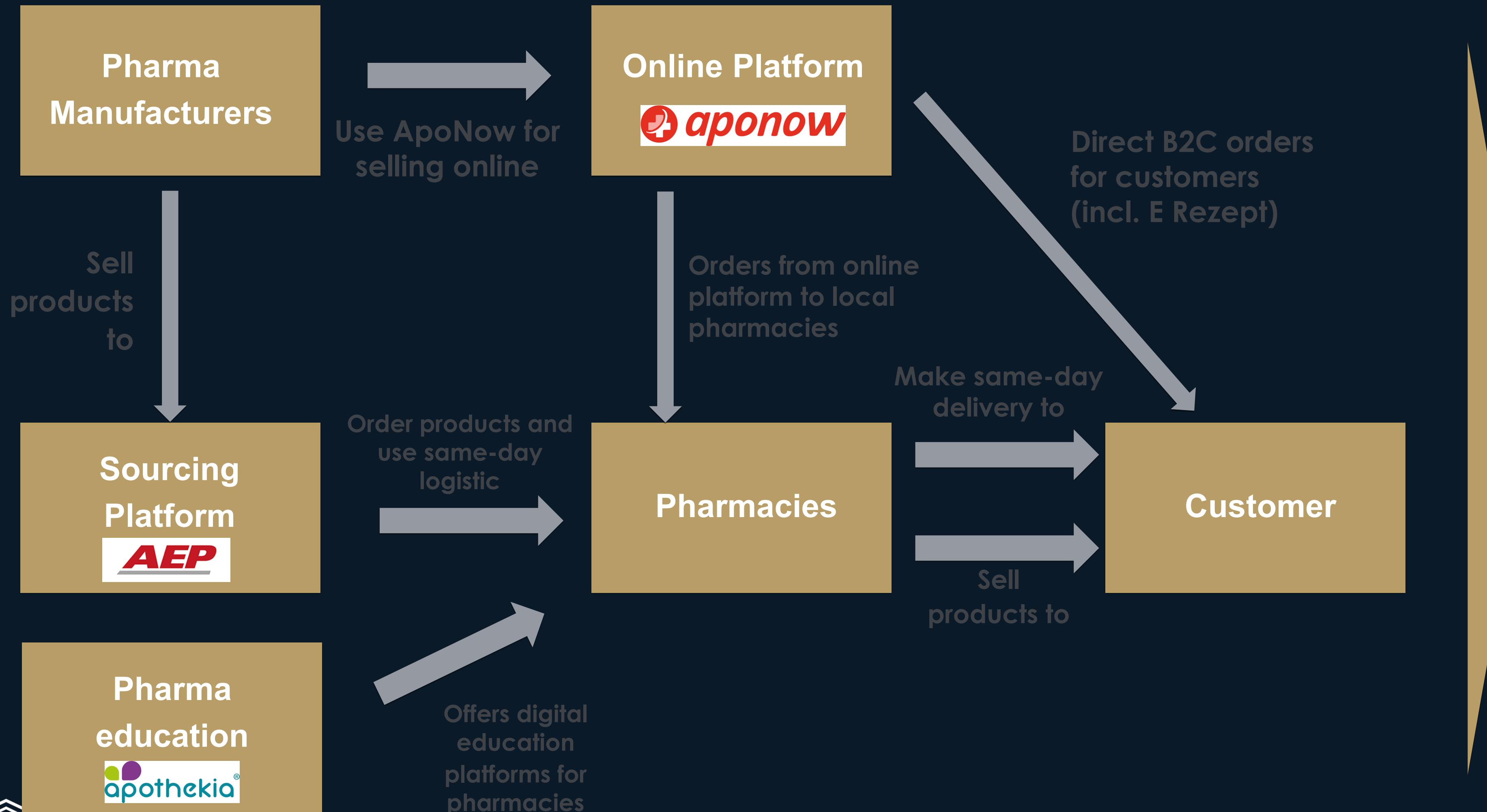
ONE PHARMA GROUP IS FORMED  
WITH DIGITAL APPROACH &  
FULL SERVICE FOR PHARMACIES



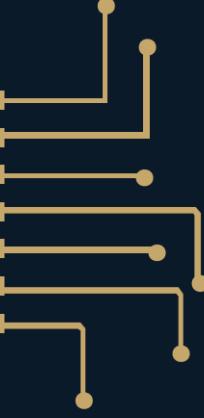
Sources: Company information

# THE STRATEGIC RATIONALE BEHIND THE ACQUISITION OF AEP

SEEKING STRATEGIC FIT AND VALUE GROWTH FOR A SUSTAINABLE INVESTMENT



TPG Group has key players to cover the full value chain for pharmacies and become relevant partner + further acquisitions in 2026-2027



# THE STRATEGIC RATIONALE BEHIND THE ACQUISITION OF AEP

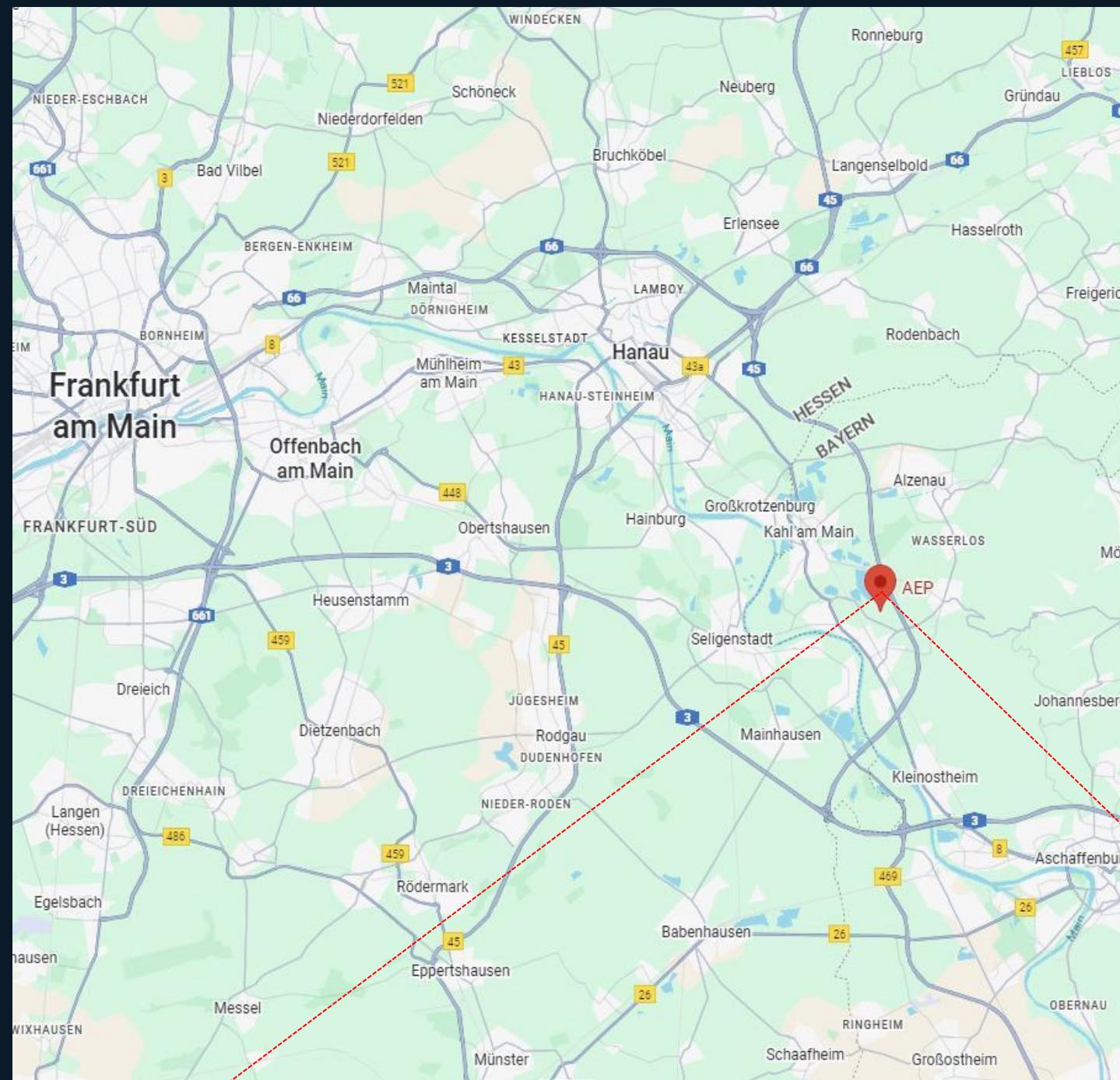
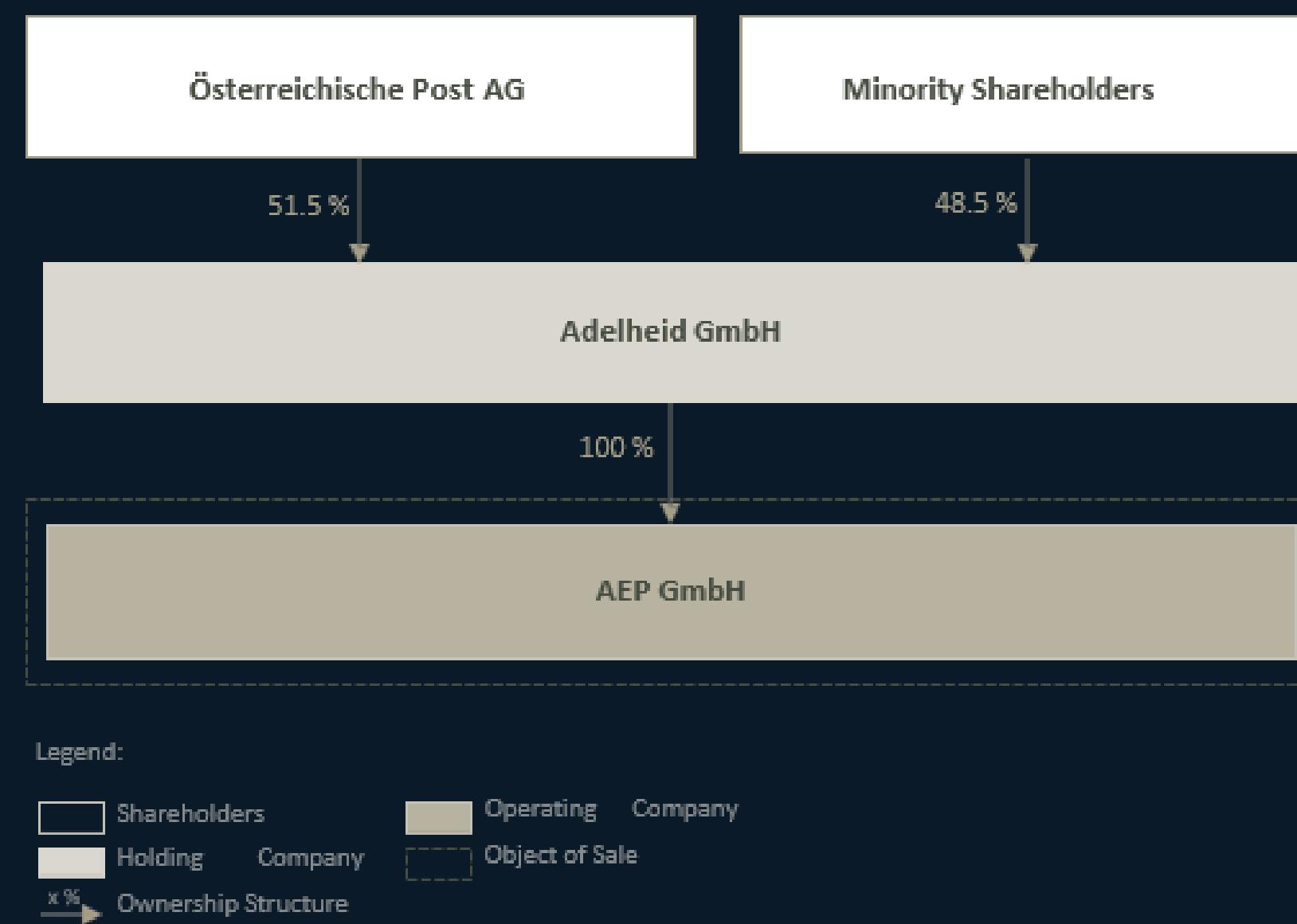


# AEP AT A GLANCE (1/4)

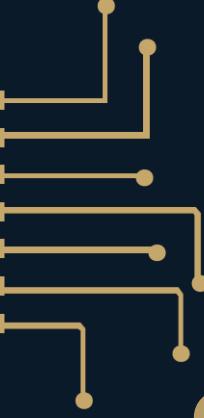
## History

- Founded in 2012 as a pure-play pharmaceutical wholesaler / B2B platform
- Central, highly automated distribution hub established in Alzenau, Germany
- Rapid scale-up from 500m € revenues (2021) to ~1bn € by 2025
- Increase of profitability (~€20m EBITDA, IFRS) due to scale effects and reduced logistic costs
- Backed by institutional shareholders, AEP as a long-term market player

## Corporate Structure 2025



Sources: Company information



# AEP AT A GLANCE (2/4)

## Business model / services

### Process

Customer service: First-class support provided by highly skilled, locally based customer service across the entire process chain.



### Special features

|   |                                  |   |  |   |                  |   |                                  |
|---|----------------------------------|---|--|---|------------------|---|----------------------------------|
| • Purchase from manufacturers / importers             | • Document/identity verification | • Ambiant (15 to 25 °C)                             | • Pharmacy merchandise management  | • Scan with MDE device  | • Tubs           | • External logistics partners               | • Next-day delivery              |
| • Forecasting and order proposal using Relex software | • batch/serial number control    | • Cold storage (-70 to 8 °C)                        | • MSV3 interface   | • Automated goods-to-person picking, including A-frames and KNAPP Store | • cold packaging | • Piggyback system                          | • Delivery via drop box/transfer |
|   | • blocking in case of deviations | • Narcotics / restricted areas                      | • Consolidation of orders enables efficiency, cost-effectiveness, and sustainability |   | • abel           | • Flexible cost structure                   | • Personal handover              |
|   |                                  | • GDP-compliant throughout the entire process chain |  |   |                  | • No significant fixed costs                |                                  |
|   |                                  |   |  |   |                  | • CO <sub>2</sub> reduction, sustainability |                                  |

The central location ensures

- 👤 short coordination and decision-making routes across the organization
- ⟳ enabling efficient on-site processes
- ⌚ a high level of responsiveness



Sources: Company information

# AEP AT A GLANCE (3/4)

## Business model / services

Top suppliers  
(in total: 560  
suppliers)

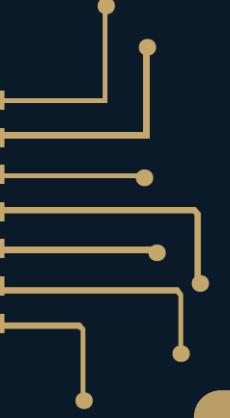


## Key features

- **Strong growth 2020-2025 and increased profitability**
- **Cost and price leader** for local pharmacies
- **Delivery** once daily to 7,000 pharmacies
- Wholesale **licence** according to § 52a AMG (German Medicines Act)
- Strong **leadership** team with senior industry knowledge, 250 employees



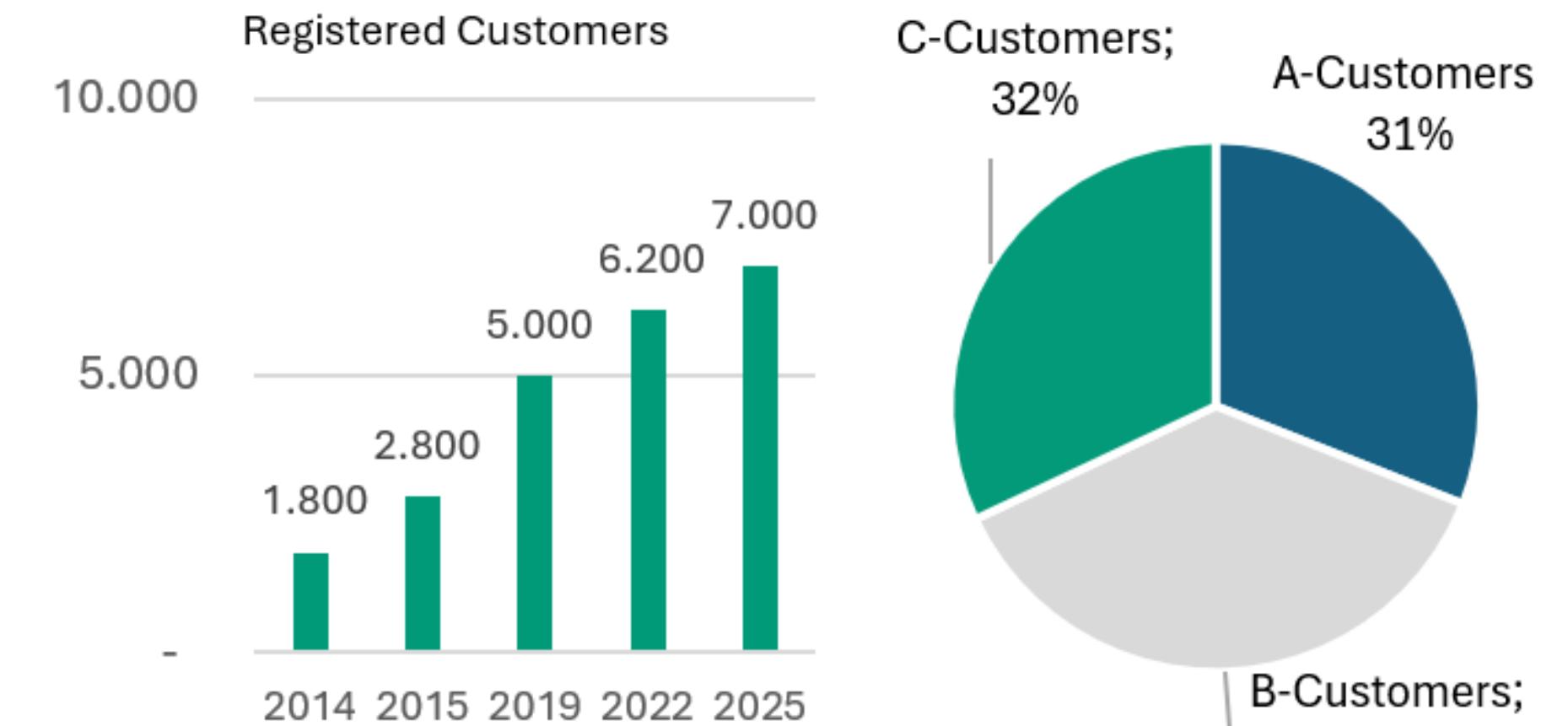
Sources: Company information



# AEP AT A GLANCE (4/4)

## Business model / services

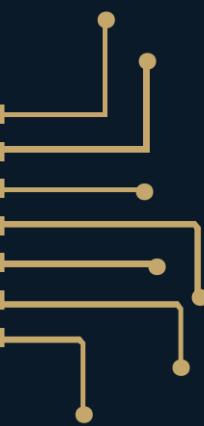
### Customer Structure



### Transaction of AEP

- **Singing done (January 26, 2026)**
- **German Federal Cartel Office procedure/approval** (2-4 months)
- **Conditions precedent according to SPA**
- **Closing** in Q2 2026 expected





# ONE PHARMA GROUP IS FORMED



- Online platform with 38.800 connected pharmacies and 300 manufacturers



- B2B platform partner of >7.000 local pharmacies and 560 manufacturers



- Online education platform for > 40.500 users in Germany
- >8.000 pharmacies

€ 1.1 bn

Revenue

€ 25 m

Adj. EBITDA

320

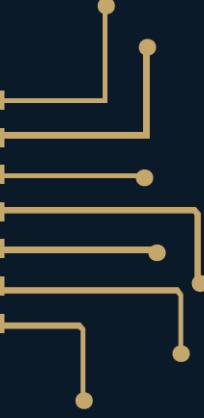
Employees



Sources: Company information, IFRS figures, 2026 according to guidance..

# PLATFORM GROUP FINANCIALS





# DEVELOPMENTS FY 2025

## Developments FY 2025

**11 signings/acquisitions in 2025. Strong Post-Merger-Management team (PMI). 3 divestments in Q4 2025.**

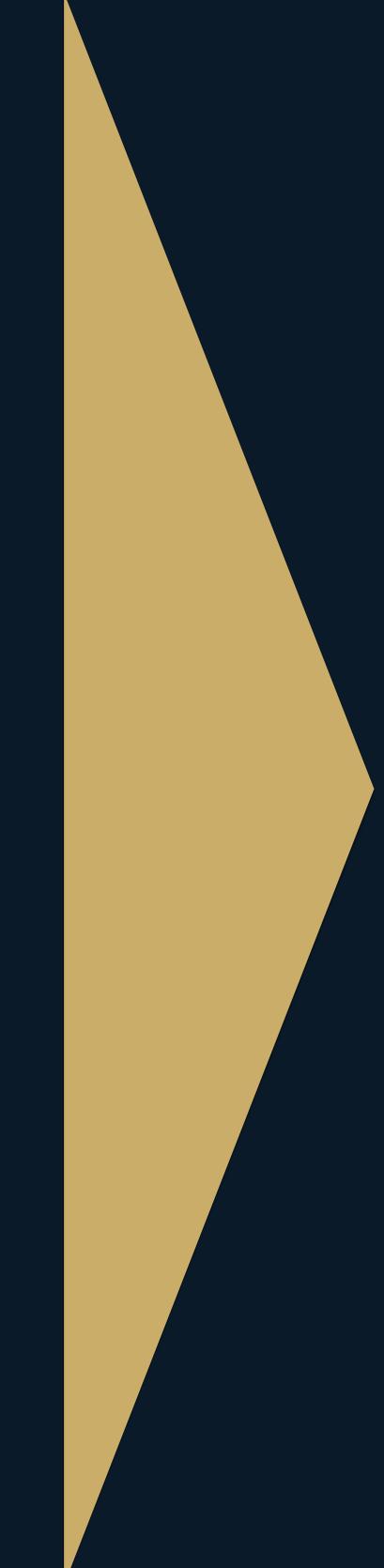
**Improved profitability in 2025 (+65% EBITDA adj.) due to cost efficiencies and scalable cost structure**

**Further decrease of operational costs: Distribution, Marketing and HR costs have been reduced**

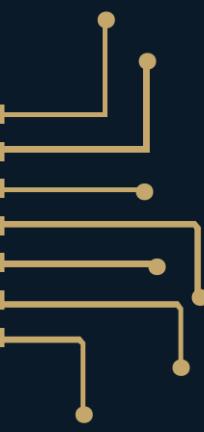
**Excellent conditions for new M&A acquisitions in 2025-2026 with fair values**

**Scalability of our TPG One Software allows us to connect partners fast and enter new industries within <4 month**

**Our 5 established segments continue to grow. Number of partners achieved record level of 16.610 (31.12.2025).**



**2<sup>nd</sup> INCREASE OF GUIDANCE 2025**  
by 31th July 2025 ("Guidance 07/2025")  
→ Achieved revenue of €728m in the upper half of our forecast range. EBITDA adj. of €55m (+65%) in line with our guidance



# GUIDANCE 2025

Preliminary Results in line with guidance

Guidance

**> € 715-735 m**

**€ 54-58 m**

**1.5-2.3x**

Revenue

**€ 728 m**

Adj. EBITDA

**€ 55 m**

Leverage

**2.2x**

Guidance

**€ 1.3 bn**

**>16,500**

**Preliminary results  
2025**

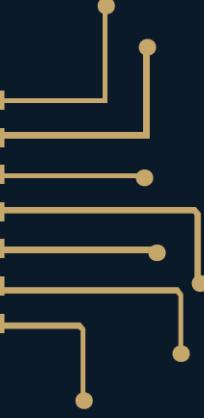
GMV

**€ 1.3 bn**

Partners

**16,610**

Sources: Company, FY 2025 all numbers are unaudited and preliminary.



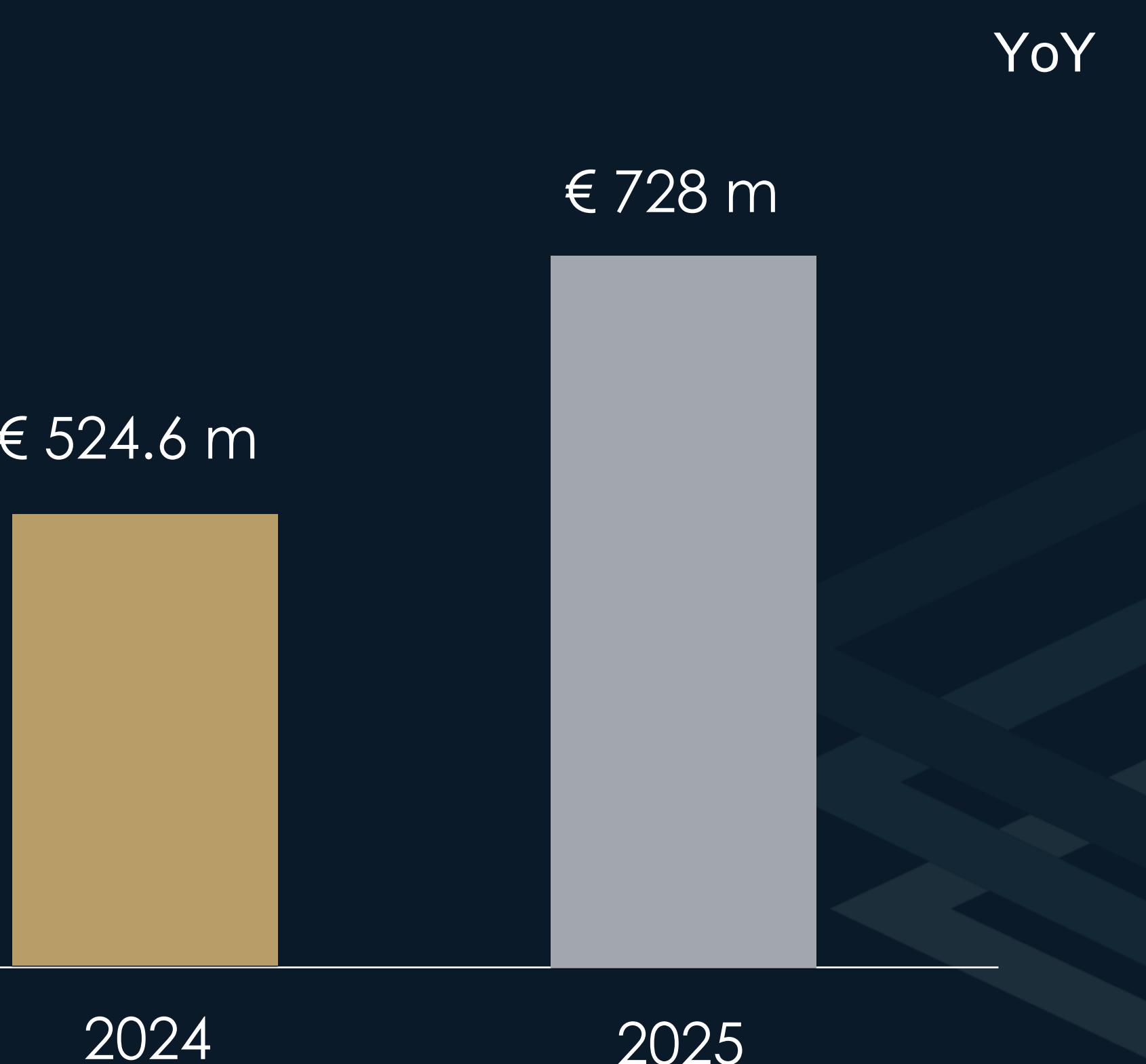
# STRONG GMV AND REVENUE GROWTH

PRELIMINARY FINANCIAL RESULT 2025

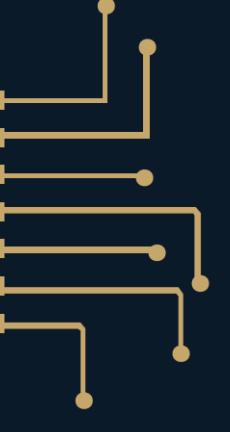
## GMV Growth FY



## Revenue Growth FY



Sources: Company, FY 2025 all numbers are unaudited and preliminary.



# STRONG GMV AND REVENUE GROWTH

PRELIMINARY FINANCIAL RESULT 2025

EBITDA adj FY

+65%

€ 55.0 m

YoY

€ 33.2 m



2024

2025

Net profit FY

+42%

YoY

€ 46.5 m

€ 32.7 m



2024

2025

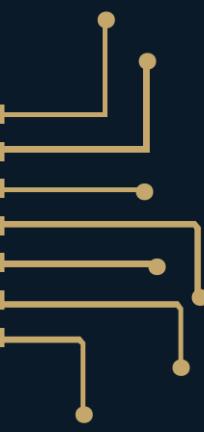


Sources: Company, FY 2025 all numbers are unaudited and preliminary.

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# PROFITABILITY AS A KEY FOR SUSTAINABLE GROWTH

REVENUE & EBITDA ADJ. MARGIN 3 YEARS

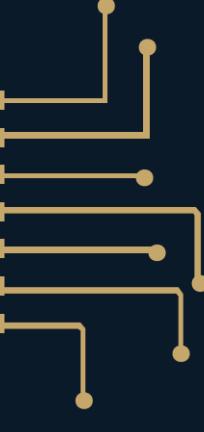


Sources: Company, 2023 pro-forma figures, 2025 preliminary figures.



THE PLATFORM GROUP

Investor Presentation



# PRELIMINARY FINANCIAL RESULTS 2025

## STRONG PROFITABLE GROWTH

|   | 2024               | 2025              |
|---|--------------------|-------------------|
| <b>GMV (EUR m)</b>                            | € 903.2m           | € 1.3bn           |
| <b>Net revenue (EUR m)</b>                    | € 524.6m           | € 728.1m          |
| Other revenues (EUR m)                        | € 29.1m            | € 24.4m           |
| Gross Margin                                  | 35.3%              | 36.2%             |
| Marketing Cost Ratio                          | 6.4%               | 5.9%              |
| Distribution Cost Ratio                       | 7.8%               | 7.8%              |
| HR Cost Ratio                                 | 5.4%               | 5.2%              |
| <b>Adj. EBITDA (EUR m)<br/>(% margin)</b>     | € 33.2m<br>(6.3%)  | € 55.0m<br>(7.6%) |
| <b>Reported EBITDA (EUR m)<br/>(% margin)</b> | € 55.6m<br>(10.6%) | € 71.2m<br>(9.8%) |

### Takeaways

**GMV Growth +44% / Revenue Growth +38.8%: both in line with our increased guidance**

**Increased Gross Margin due to less discount activities and higher provisions – increased by 0.9 %-Points. Q4 with lower margin and higher price volatility (black/cyber week)**

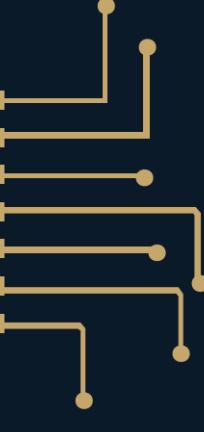
**AI as operational efficiency driver: reduction of product data, customer service and marketing costs**

**EBITDA adj. €55m with increase of +65.7% shows high effectiveness of cost program and profitable niche strategy of our ecommerce activities**

**PPA effects of ~18m in FY 2025 (less than 2024)**



Sources: Company, FY 2025 all numbers are unaudited and preliminary.



# PRELIMINARY FINANCIAL RESULTS 2025

## STRONG PROFITABLE GROWTH

|  | 2024           | 2025           |
|--|----------------|----------------|
| <b>Net profit (EUR m)</b>              | <b>€ 32.7m</b> | <b>€ 46.5m</b> |
| thereof minorities                     | € 1.6m         | € 4.5m         |
| <b>Earnings per share (EUR), total</b> | <b>€ 1.60</b>  | <b>€ 2.26</b>  |

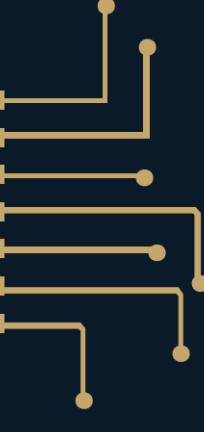
### Takeaways

**Earnings per share with € 2.26 and growth of +41%: in line with forecast**

**Increase of minority results (€4.5m) due to new companies acquired in 2024/2025**



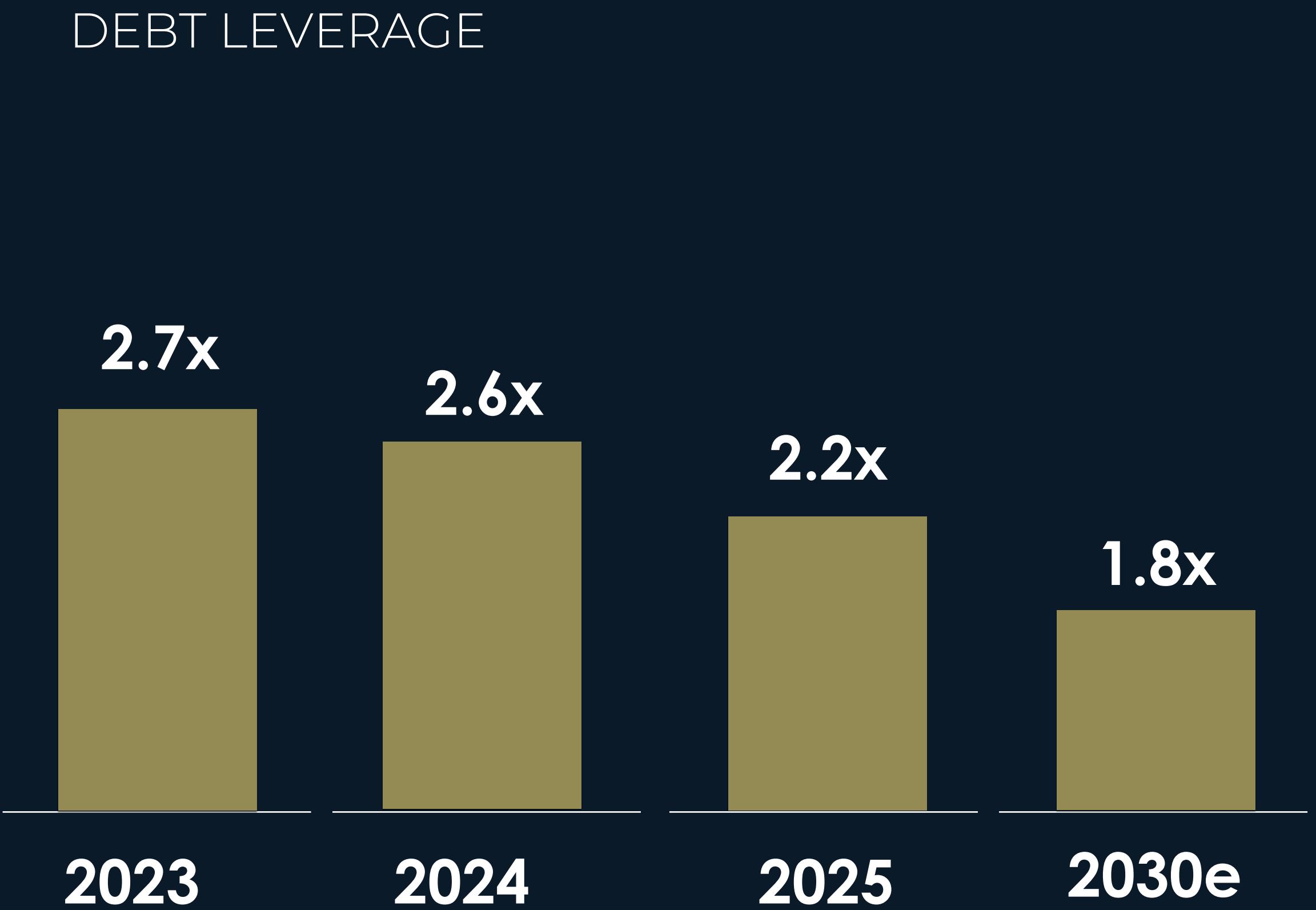
Sources: Company, FY 2025 all numbers are unaudited and preliminary.



# PRELIMINARY FINANCIAL RESULTS 2025

## DEBT DEVELOPMENT OVER TIME

### DEBT LEVERAGE



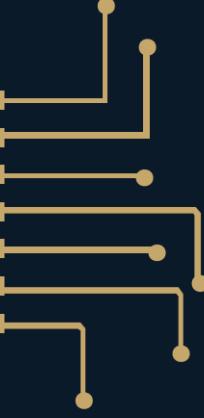
### Debt Leverage & Cash Flow

#### Conservative debt levels & increase in cash flow

- With our conservative debt strategy, we will reduce the net debt level to 1.8x (net debt to EBITDA adj.)
- We choose long term loan structures and bonds to reduce volatility of interest rates.
- Our cash flow will be increased each year.



Sources: Company, FY 2025 all numbers are unaudited and preliminary.

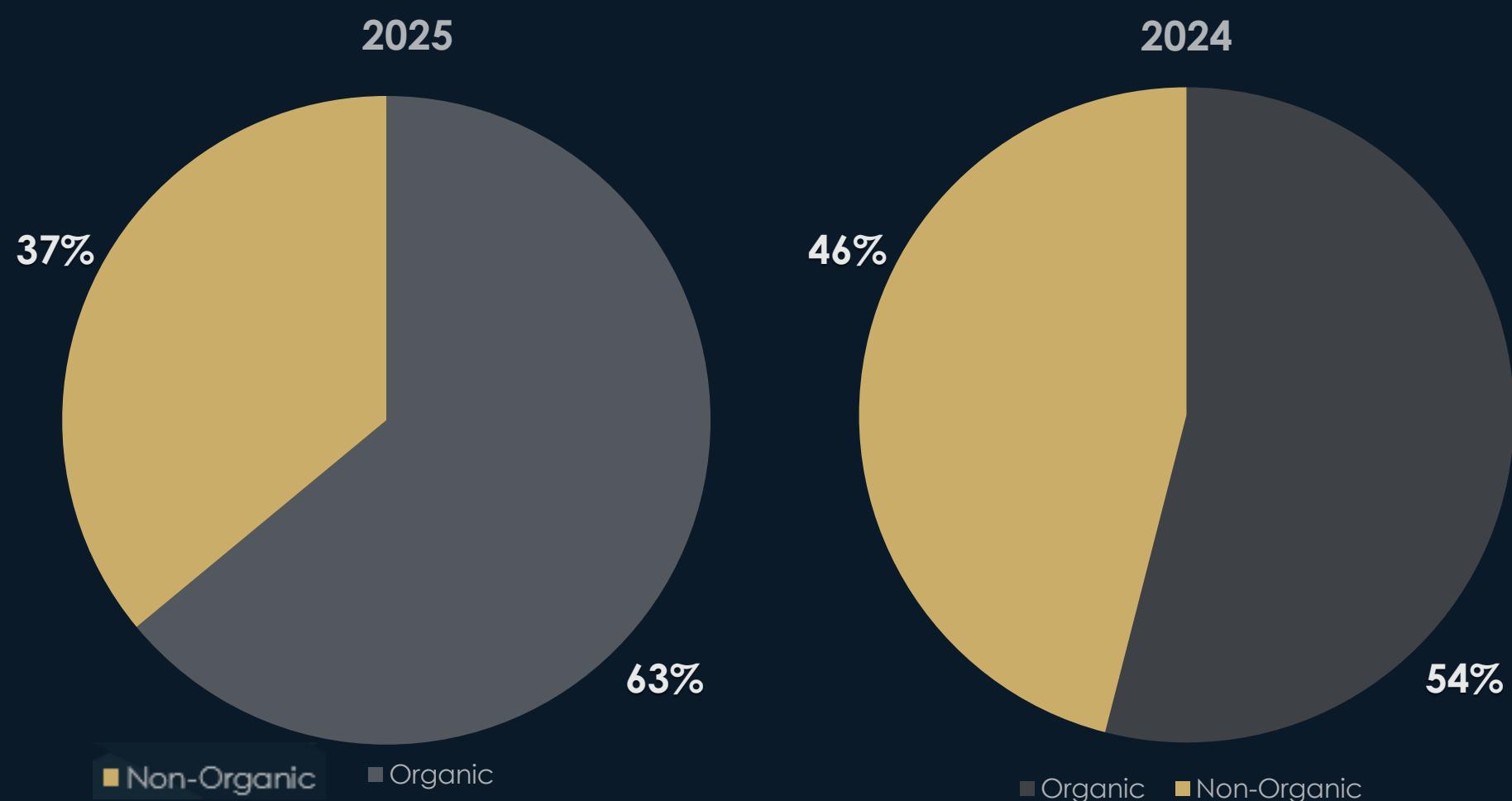


# OUR ORGANIC GROWTH

STRONG ORGANIC GROWTH IN 2025 / HIGHER THAN PREVIOUS YEAR

## RISING ORGANIC GROWTH RATE

Ratio between organic / non-organic growth (in % of total € revenue growth)



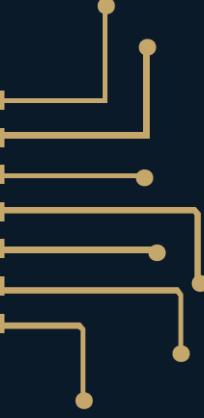
## REASONS FOR HIGHER ORGANIC GROWTH RATE

Main reasons for higher organic growth rates:

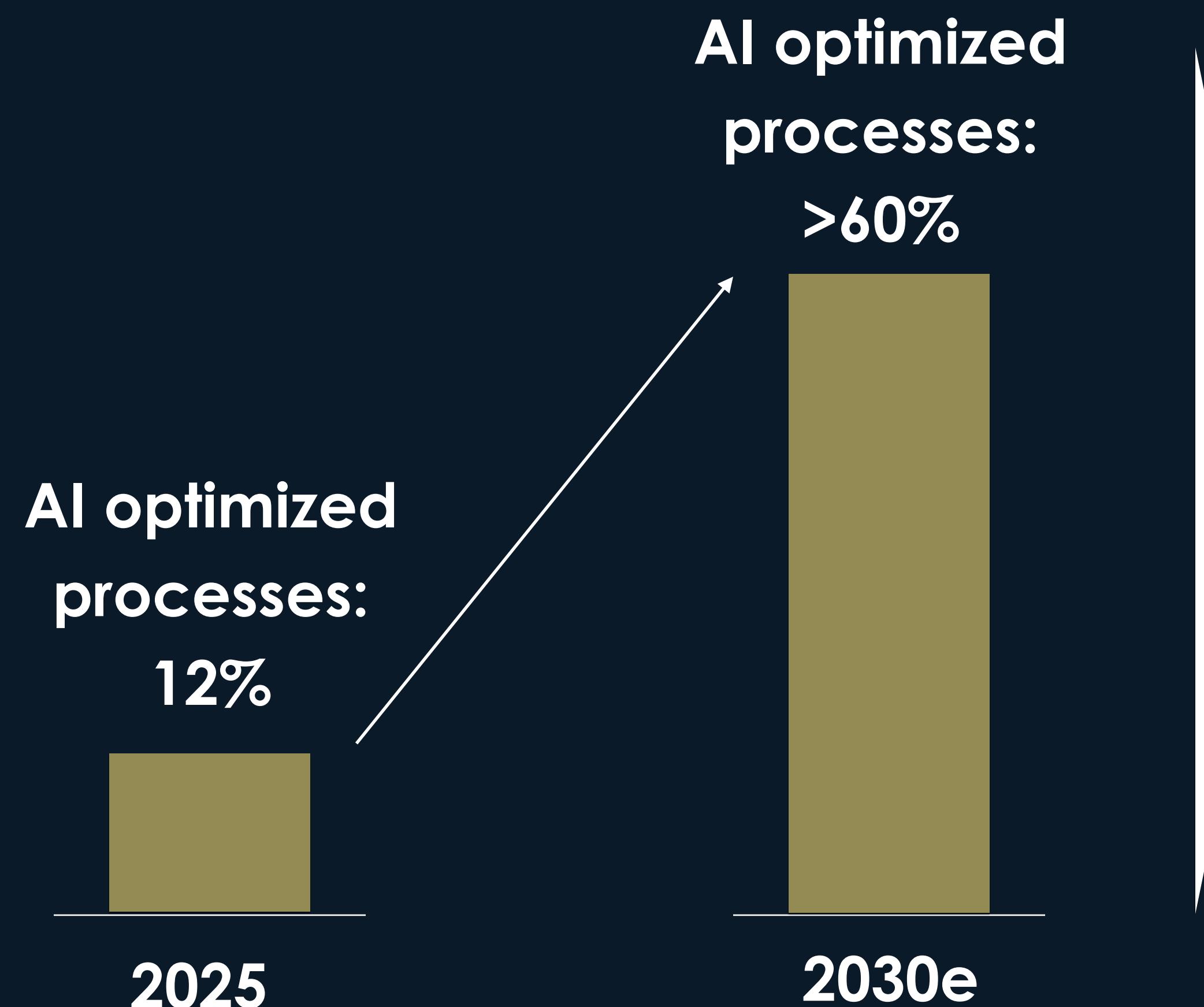
1. Higher number of partners (16,610)
2. Higher number of products (+24% vs. 2024)
3. High growth rate in consumer goods subsidiaries and freight goods
4. Better customer retention on core platforms



Sources: Company, FY 2025 all numbers are unaudited and preliminary.



# OUR AI STRATEGY TO INCREASE PROFITABILITY



## “AI first + cost reduction program”

We will change to an AI first strategy and start a cost reduction program to achieve margin improvements through AI measures

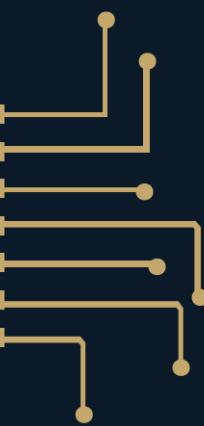
- AI will change our business, eCommerce and software development dramatically.
- TPG will proactively leverage this development and initiated an AI first strategy in Q3 2025: All processes, new hires and tasks has to be proofed by our AI-team.
- This enables us to significantly reduce costs, reduce the number of employees in several departments, and simplify processes.
- In 2030, AI is a key driver of our development, >60% of all processes are affected and optimized through AI.

Most affected departments through AI



# PLATFORM GROUP

## OUTLOOK & STRATEGY



## OUR VISION FOR 2030

€ 3.0 bn

Revenue

Double-digit  
margins

<1.8 x

EBITDA

Leverage

€ 4.5 bn

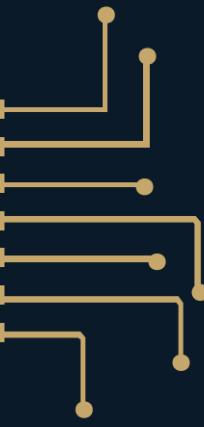
GMV

>40,000

Partners

>50

Industries covered



# STRATEGIC DIMENSIONS

## OUR STRATEGIC INITIATIVES AND GOALS

### Geographic & Marketplace Expansion

- Currently ~70% revenues from DACH + Netherlands.
- Strong opportunity to expand further **across Europe and into the US/Asia**.
- Goal: broaden platform coverage and increase international revenue share

### TPG One Software Architecture

- TPG ONE as the scalable backbone – **continuous investments in IT & automation**.
- Development of new products like **TPG Pay** to deepen integration and create additional revenue streams.
- Increased automation with AI → higher efficiency, lower costs, stronger margins.

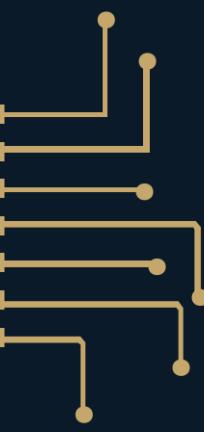
### Growth through M&A & Ecosystem Expansion

- Disciplined acquisition strategy: each acquisition brings **new merchants, brands and customers**.
- Seamless integration into TPG ONE → immediate synergies and scaling effects.
- Focus on high-value verticals where network effects multiply growth.

### New Segments: Optics & Hearing, Pharma

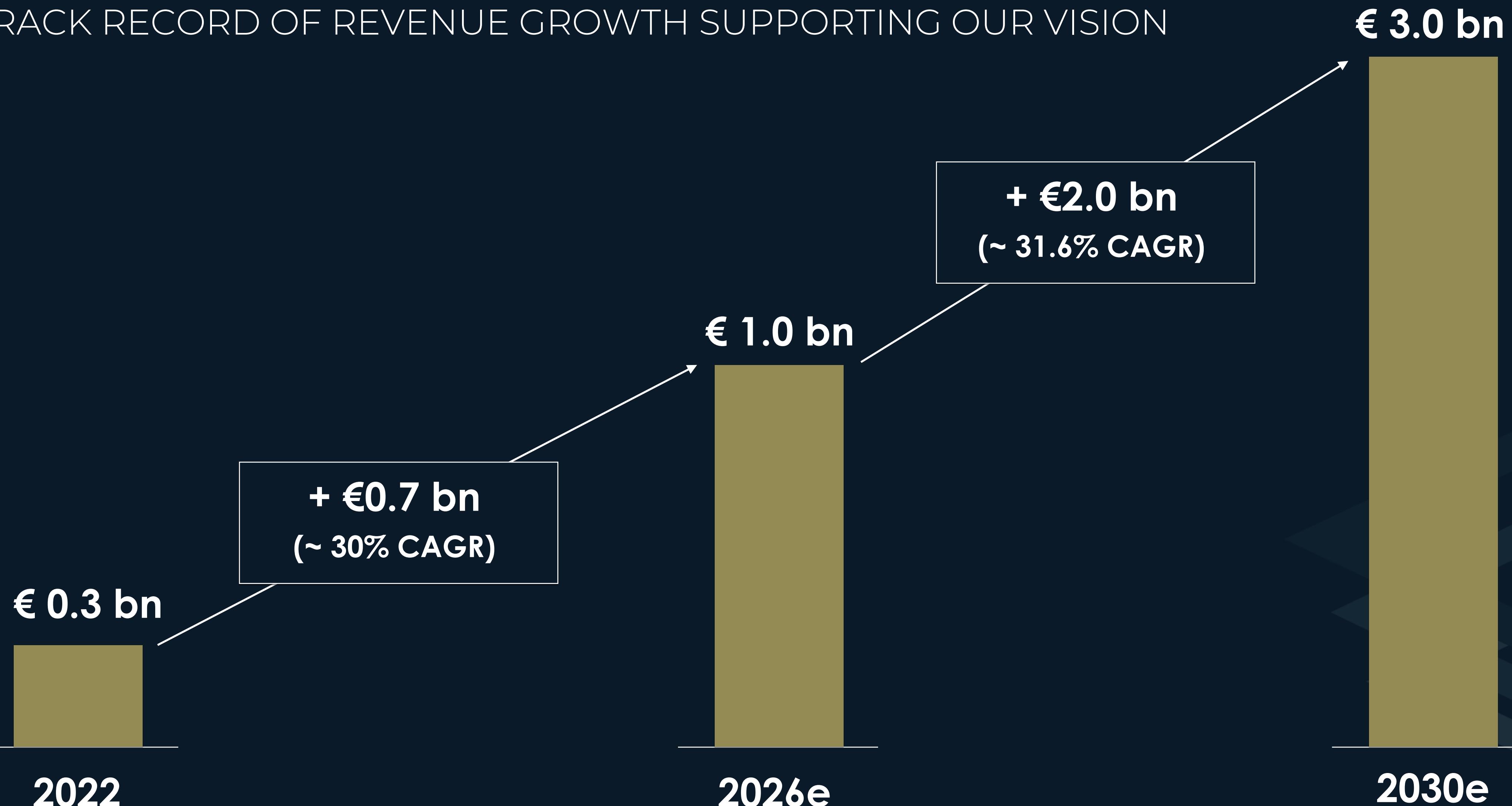
- **Optics & Hearing:** Hybrid B2C model (online + 30+ stores), expected €55–60m revenues in 2026 with 25% EBITDA margin. Expansion to 60–70 stores and 500+ connected opticians with MyGlasses.
- **Pharma:** Expansion pipeline includes additional B2B platforms in Europe. Both markets represent multi-billion € growth opportunities.

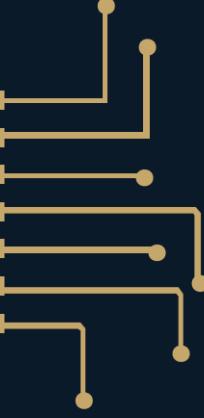




# OUR VISION FOR 2030

TRACK RECORD OF REVENUE GROWTH SUPPORTING OUR VISION

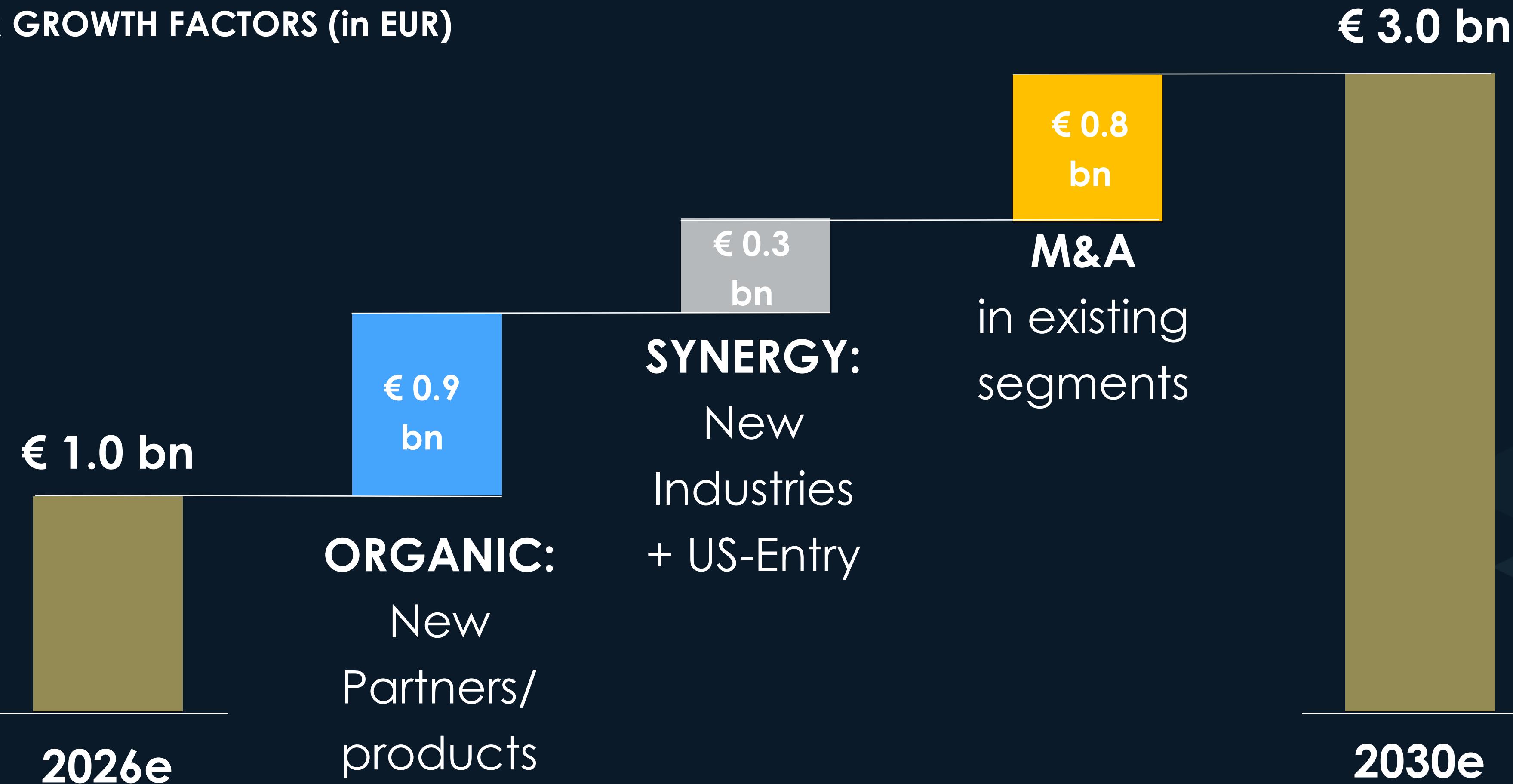


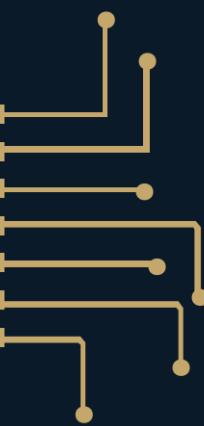


# OUR VISION FOR 2030

SCALE, SYNERGY AND M&A AS GROWTH FACTORS

## OUR GROWTH FACTORS (in EUR)





## GUIDANCE 2026 (WITHOUT AEP)

**€ 1.0 bn**

Revenue

**€ 70-80 m**

Adj. EBITDA

**1.5-2.3x**

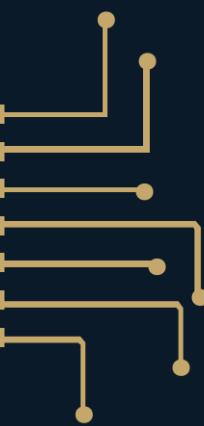
Leverage

**€ 1.7 bn**

GMV

**>18,000**

Partners



## GUIDANCE 2026 (WITH AEP, PRO-FORMA)

**€ 2.0 bn**

Revenue

**€ 90-100 m**

Adj. EBITDA

**1.5-2.3x**

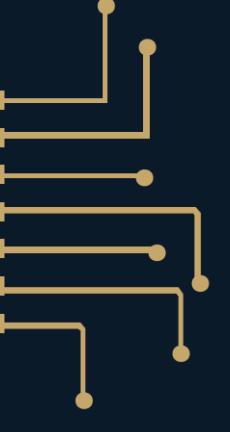
Leverage

**€ 3.0 bn**

GMV

**>25,000**

Partners

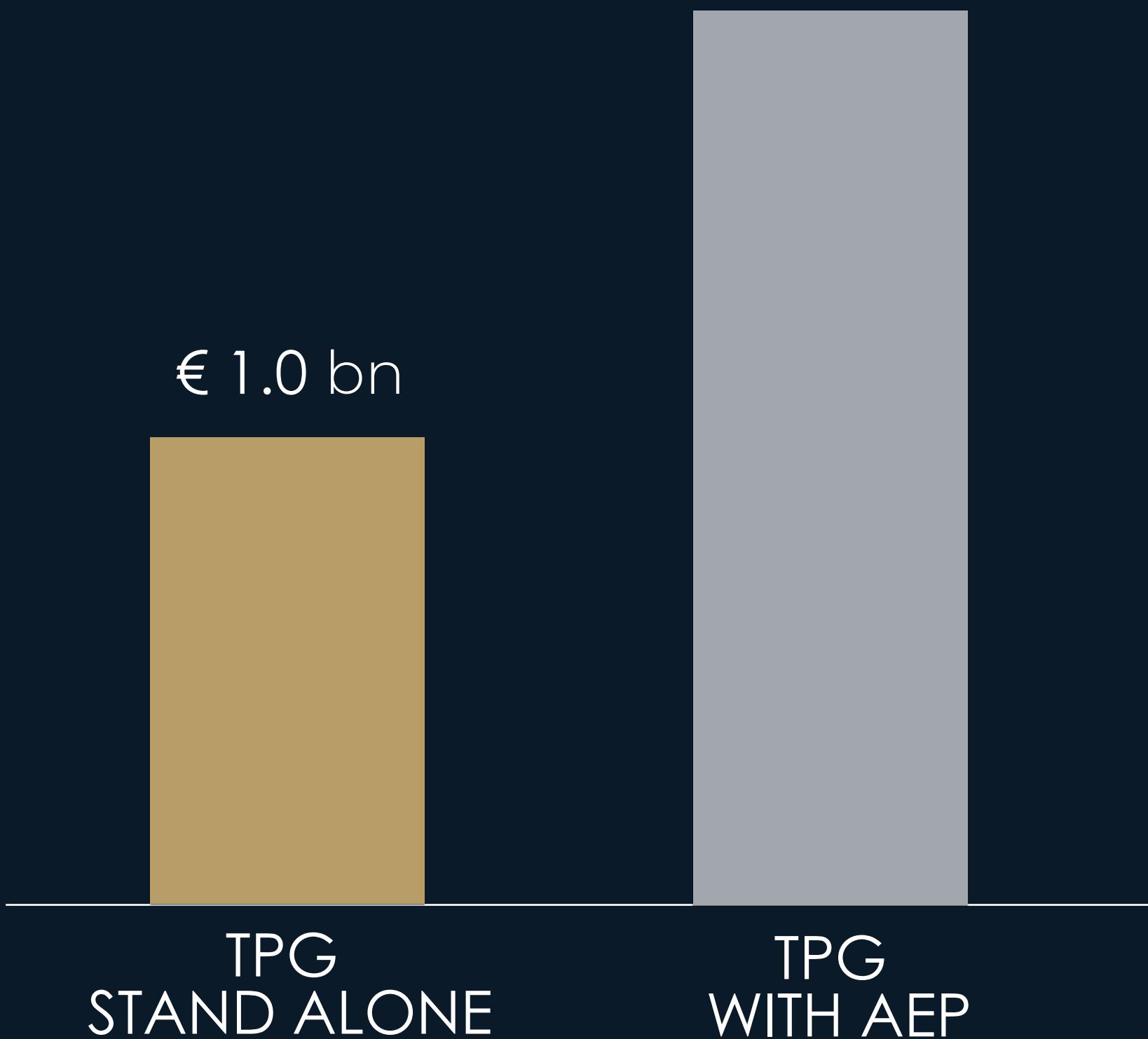


# GUIDANCE 2026 (WITH AEP, PRO-FORMA)

## Revenue Guidance 2026

€ 2.0 bn

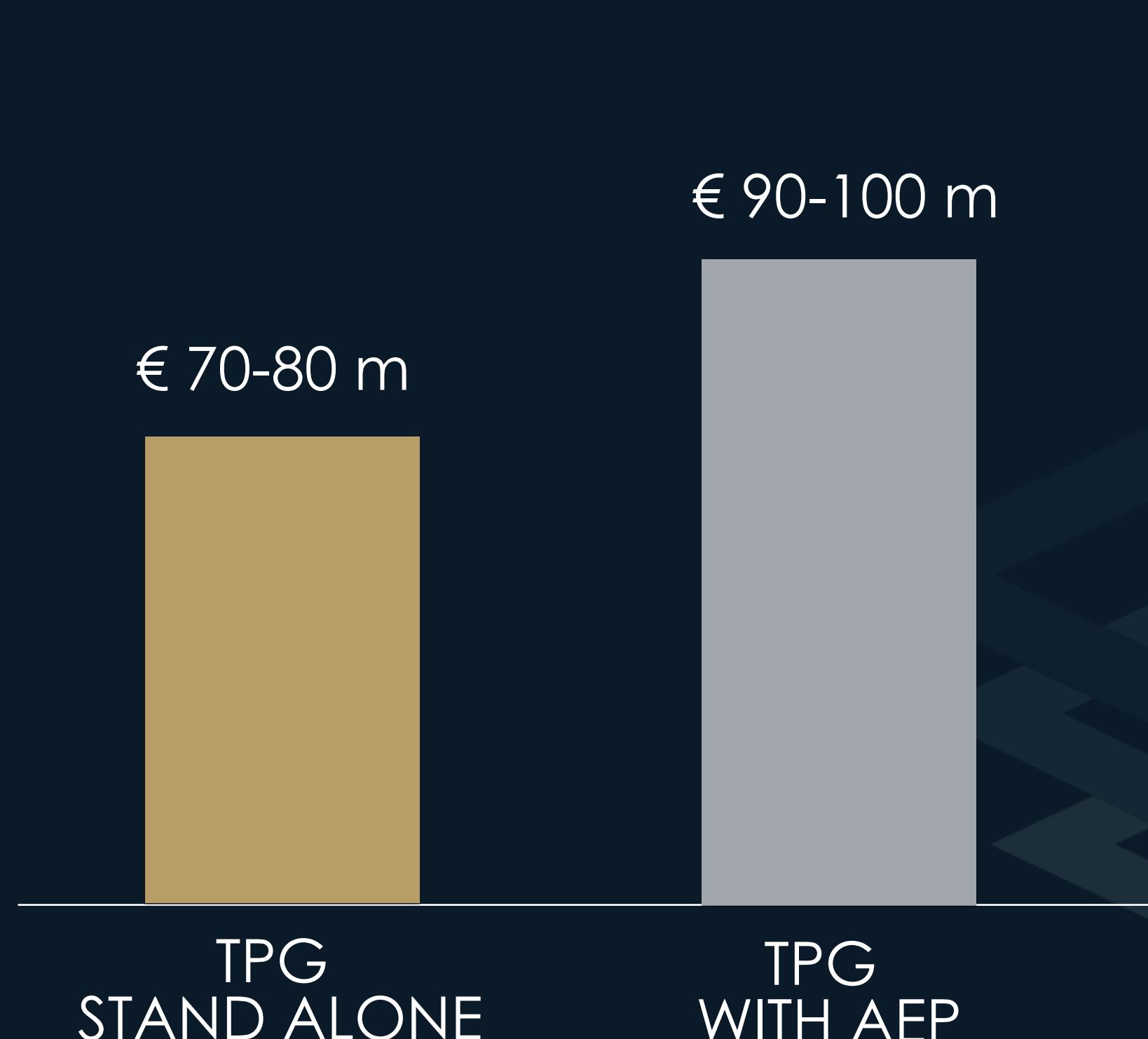
€ 1.0 bn

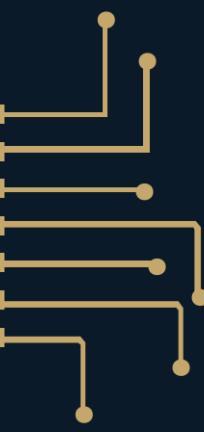


## EBITDA adj. Guidance 2026

€ 90-100 m

€ 70-80 m





# INVESTOR RELATIONS

## FINANCIAL CALENDAR & CONTACT

| DATE         | EVENT   |
|--------------|---|
| NOV 23, 2026 | GERMAN EQUITY FORUM 23 - 25 NOVEMBER, FRANKFURT , FRANKFURT       |
| NOV 05, 2026 | PUBLICATION QUARTERLY STATEMENT (CALL-DATE Q3)                    |
| OCT 06, 2026 | QUIRIN PRIVATBANK SME CONFERENCE 6-7 OCTOBER, PARIS , PARIS       |
| AUG 20, 2026 | PUBLICATION HALF-YEARLY FINANCIAL STATEMENTS                      |
| JUL 01, 2026 | ANNUAL GENERAL MEETING , DUSSELDORF , DÜSSELDORF                  |
| JUN 25, 2026 | PORTZAMPARC BNP PARIBAS GROUP, MID & SMALL CAPS CONFERENCE, PARIS |
| MAY 27, 2026 | PUBLICATION QUARTERLY STATEMENT (CALL-DATE Q1)                    |
| MAY 11, 2026 | EQUITY FORUM 11-13 MAY, FRANKFURT                                 |
| APR 22, 2026 | PUBLICATION ANNUAL FINANCIAL STATEMENTS                           |
| FEB 05, 2026 | EUROPE DIGITAL ROADSHOW PORTZAMPARC BNP PARIBAS                   |
| JAN 26, 2026 | PRELIMINARY FINANCIAL RESULT FOR THE 2025 FINANCIAL YEAR          |



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# Q&A



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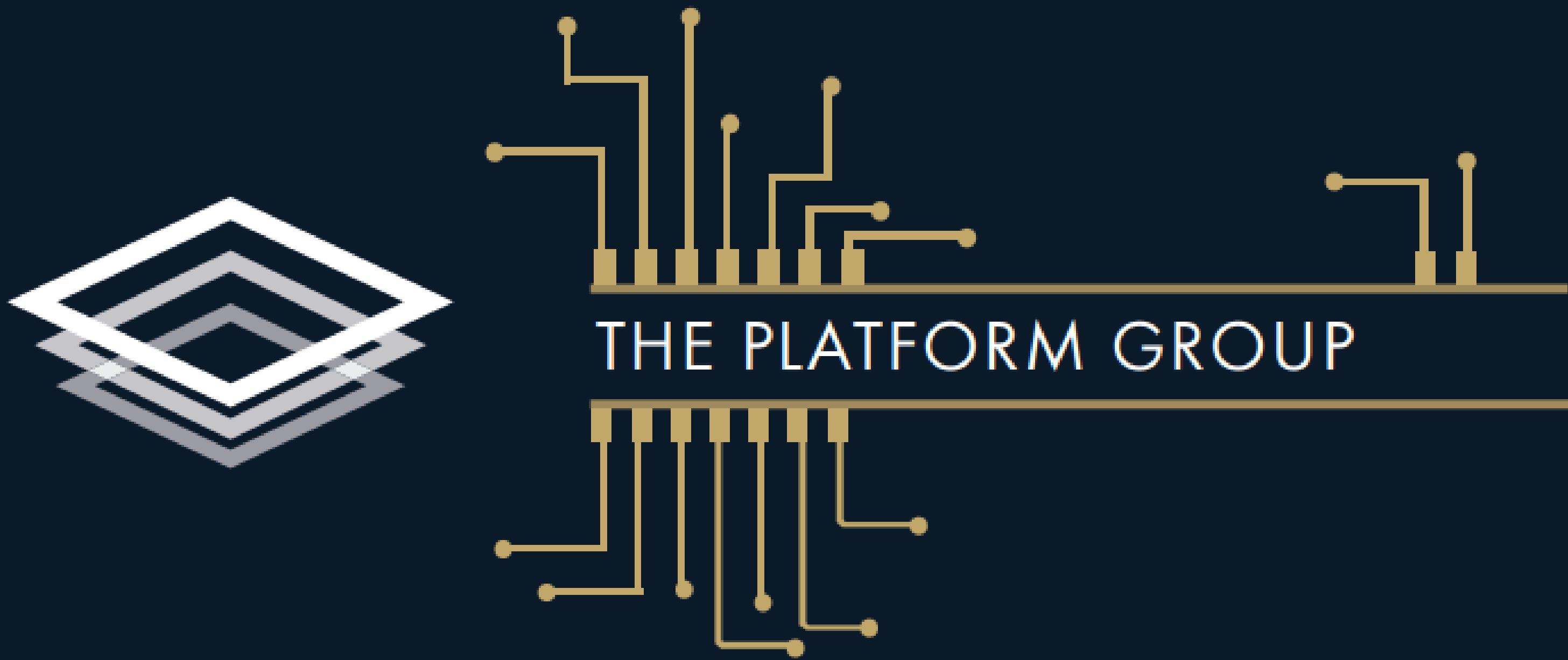
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