GESCO

Conference Call
Q3 2026

Johannes Pfeffer (CEO)
Andrea Holzbaur (CFO)
November 11, 2026

Financials improved compared to previous year

Group at glance

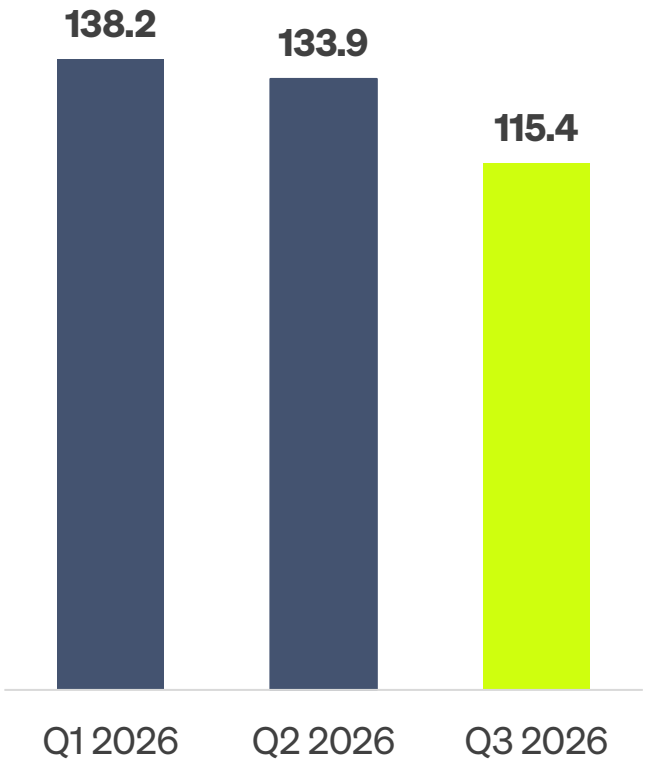
in € million	YTD 2025	YTD 2026	Change abs.	Change %
Order backlog	189.4	153.1	-36.3	-19.2%
Order intake	375.0	387.5	12.5	3.3%
Revenue	**364.7**	**368.3**	**3.6**	**1.0%**
EBITDA	28.2	31.7	3.5	12.5%
EBIT	**15.3**	**18.1**	**2.8**	**18.1%**
ROS in %	**4.2%**	**4.9%**	**0.7 pp**	**16.9%**
EBT	12.6	15.9	3.3	26.5%
Group earnings	**8.3**	**10.8**	**2.5**	**30.1%**
ROCE (LTM)	**4.7%**	**5.4%**	**0.7 pp**	**14.9%**

- Positive demand development with overall stable sales
- Significantly improved earnings power and higher operating margin
- Financial position further strengthened by higher cash inflow and lower debt

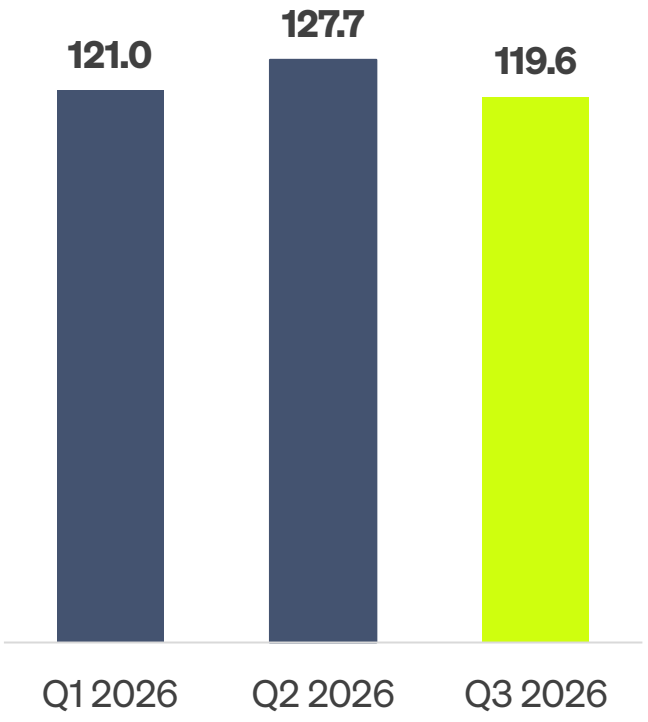
Challenging Q3 due to low project business, strong Q4 expected

Financials by quarter

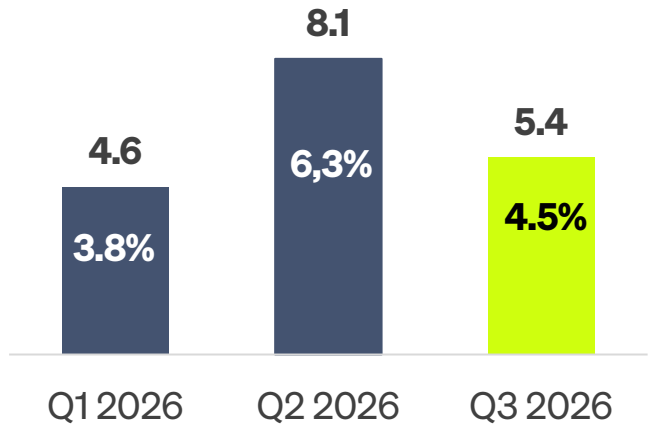
Order intake in € million



Revenue in € million



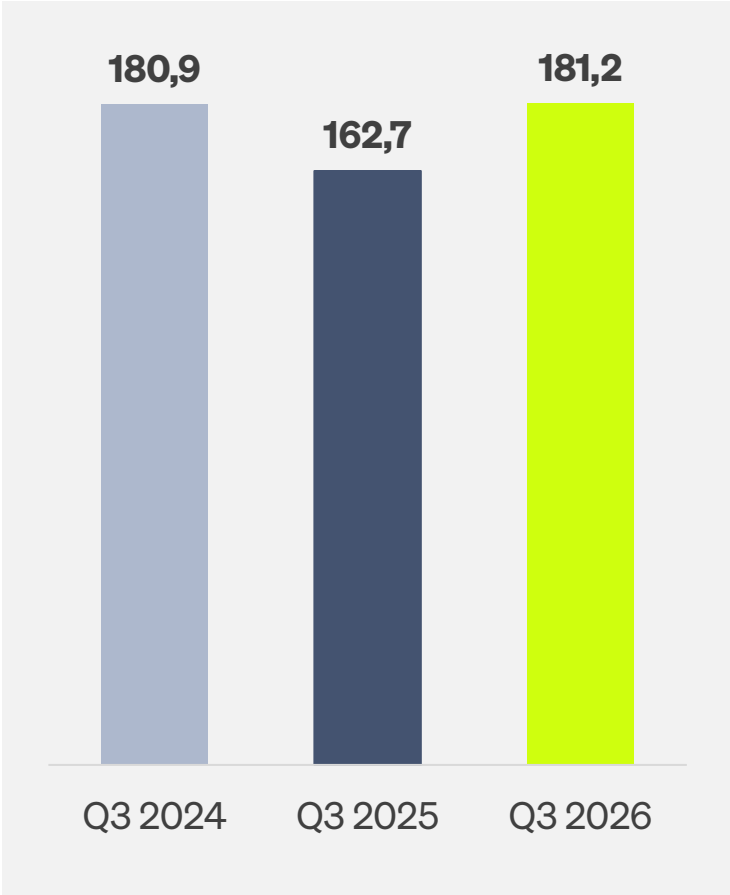
EBIT in € million
ROS in %



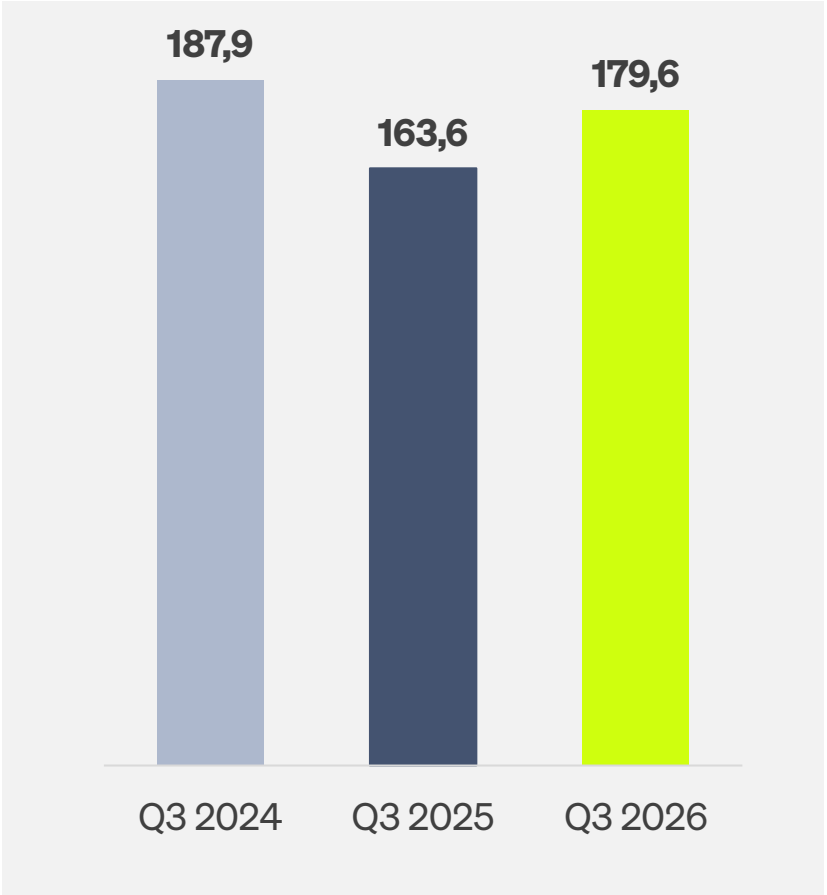
Materials Refinement & Distribution

Positive development continues

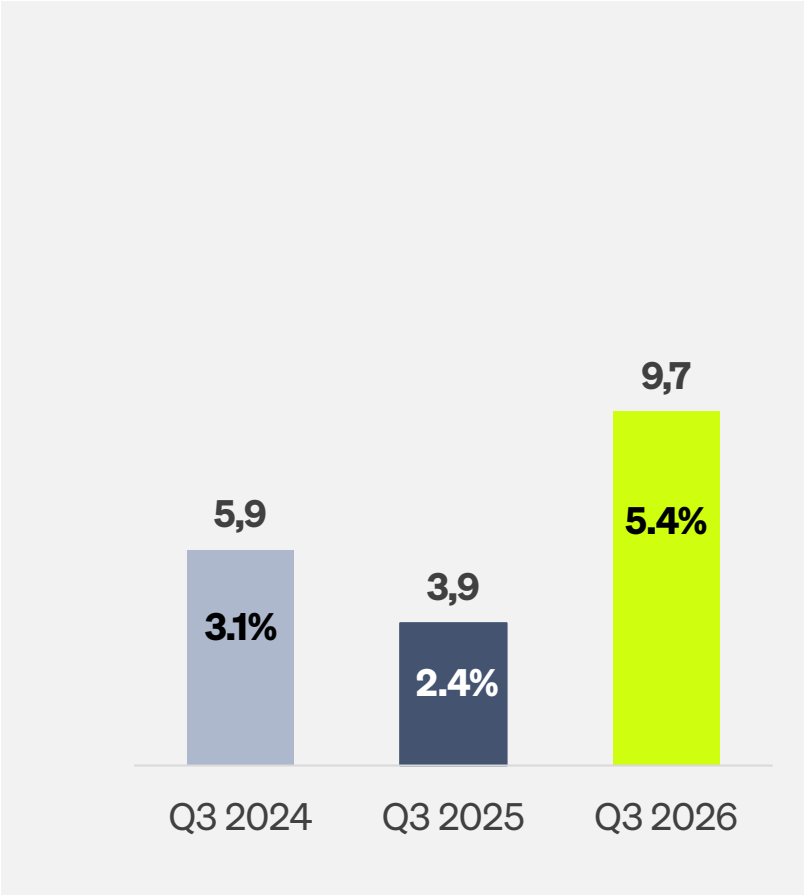
Order intake in € million



Revenue in € million



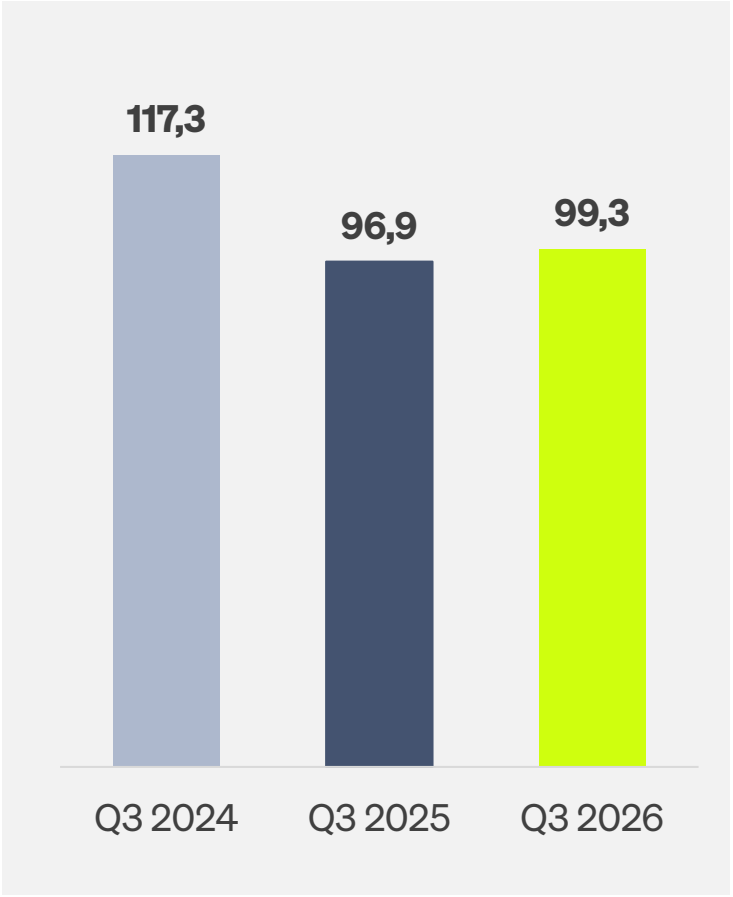
EBIT in € million
ROS in %



Healthcare & Life Sciences

Focus is on quality of earnings to ensure continous improvement of ROS

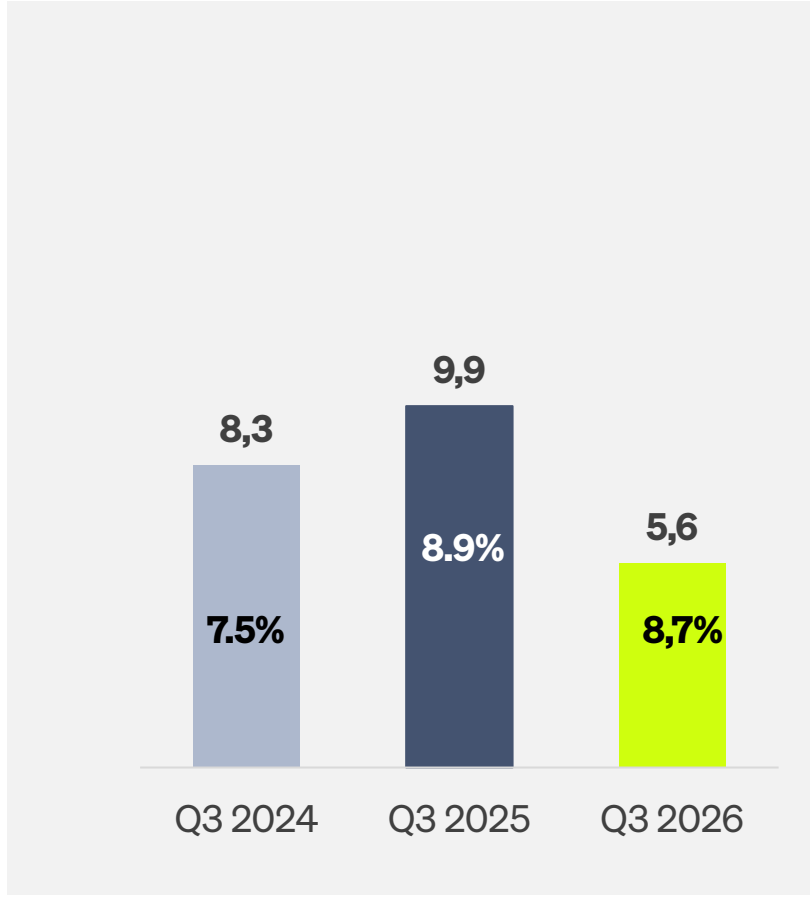
Order intake in € million



Revenue in € million



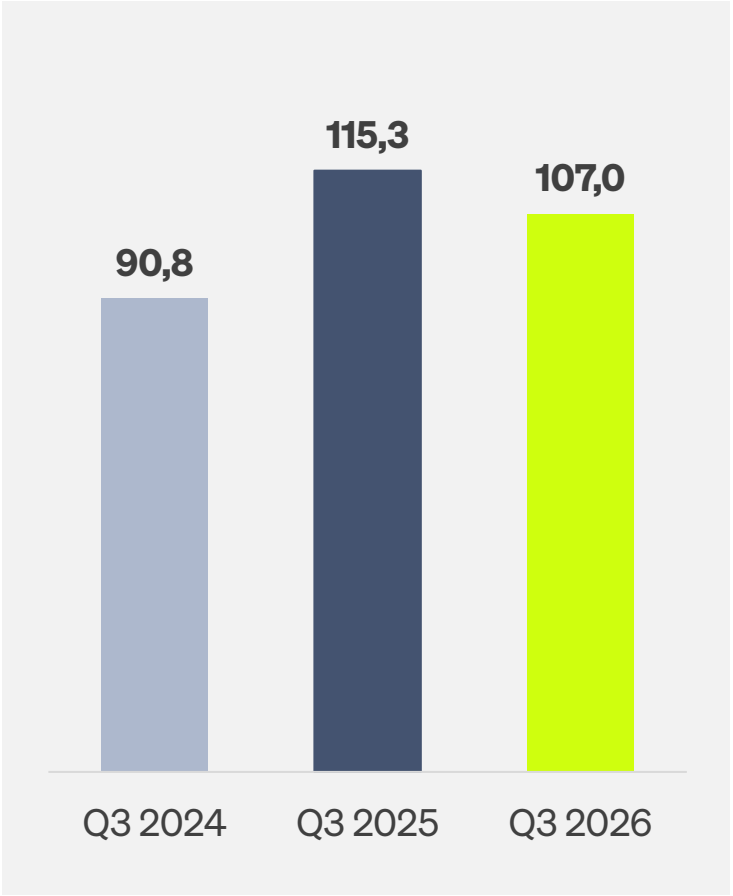
EBIT in € million
ROS in %



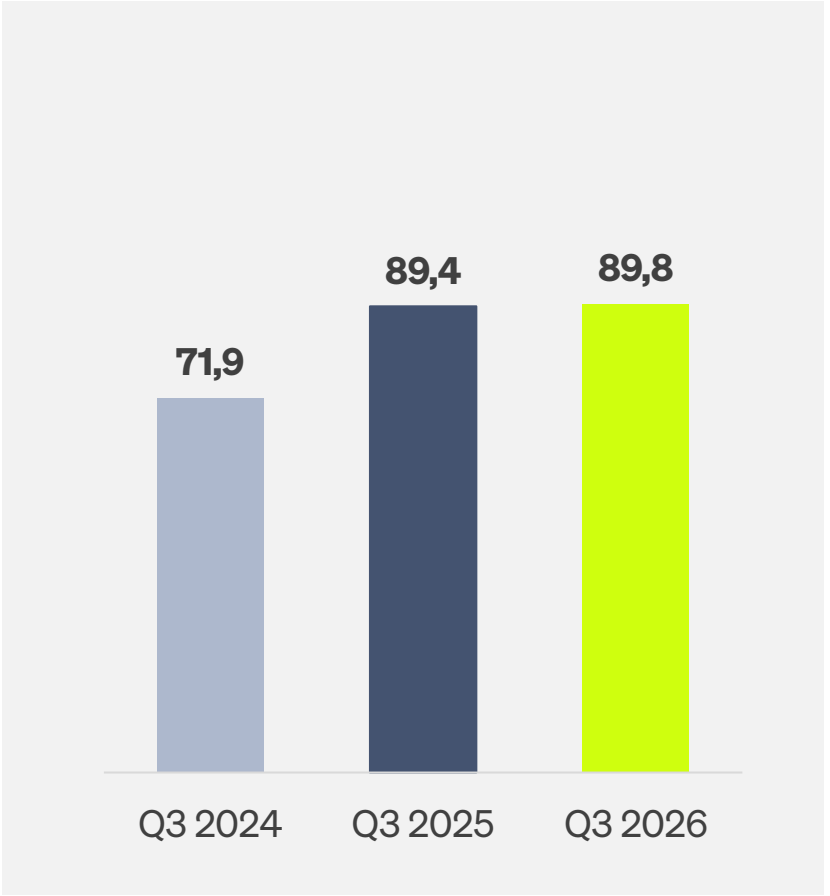
Industrial Assets & Infrastructure

Major projects are expected to be realised in Q4

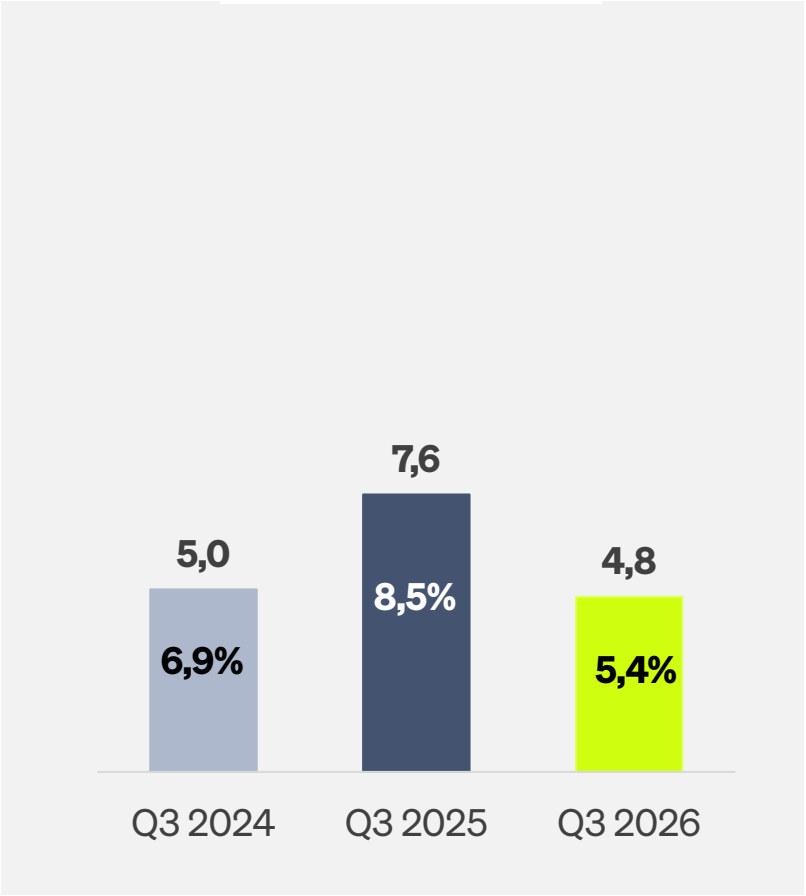
Order intake in € million



Sales in € million

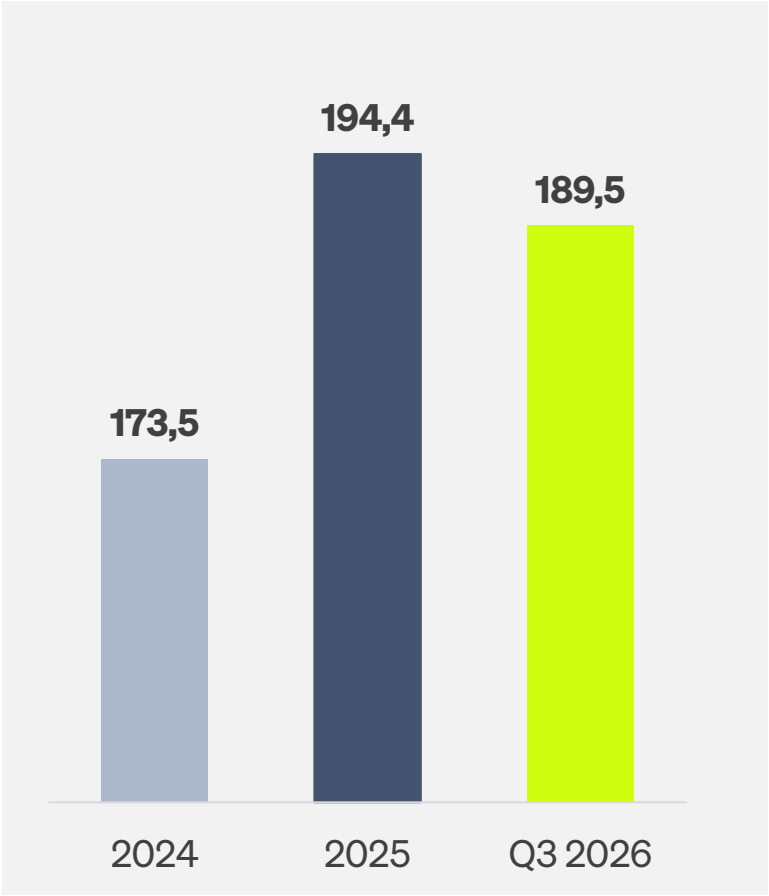


EBIT in € million
ROS in %

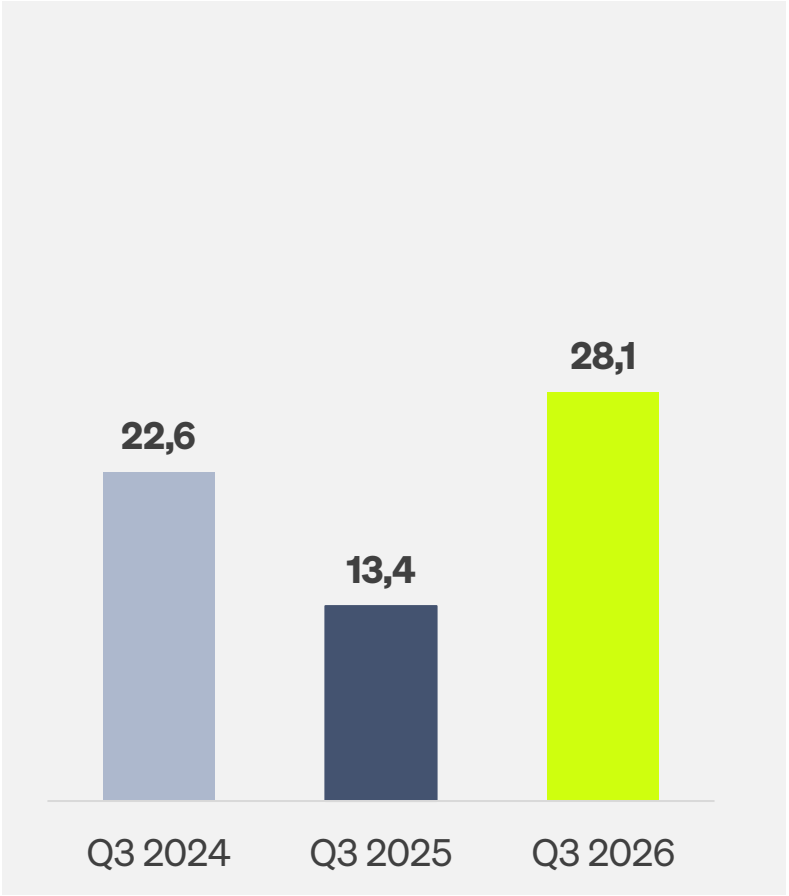


Financial position further strengthened by higher cash inflow and lower debt

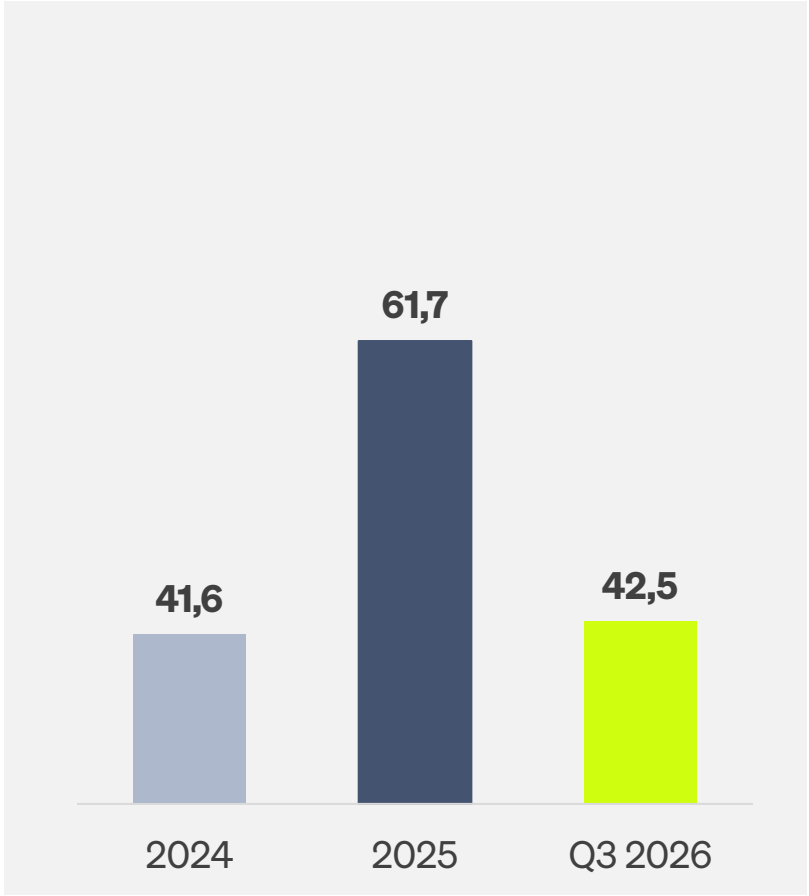
Working capital



Free cash flow excl. M&A



Net debt including leases



Forecast for 2026 revised due to contribution of ARKU in Q4

Revenue forecast now at 525 – 543 €m

GESCO

Market Environment 2026

- Challenging macroeconomic environment persists.
- Geopolitcal tensions weighing on economic momentum.
- Weak investment activity in key industrial end markets.

Forecast Q4

- Delivery dates of several projects are planned for December.
- Revenue of ARKU for Q4 is expected to be between 10-13 €m.
- No significant impact of ARKU on group earnings due to onetime effects.

in € million	Forecast 2026	**Forecast 2026 revised**
Revenue	515 - 530	**525 - 543**
Group earnings	15 – 20	**15 - 20**

GESCO

Stability & Growth – Update and Outlook of strategic improvements of the GESCO SE

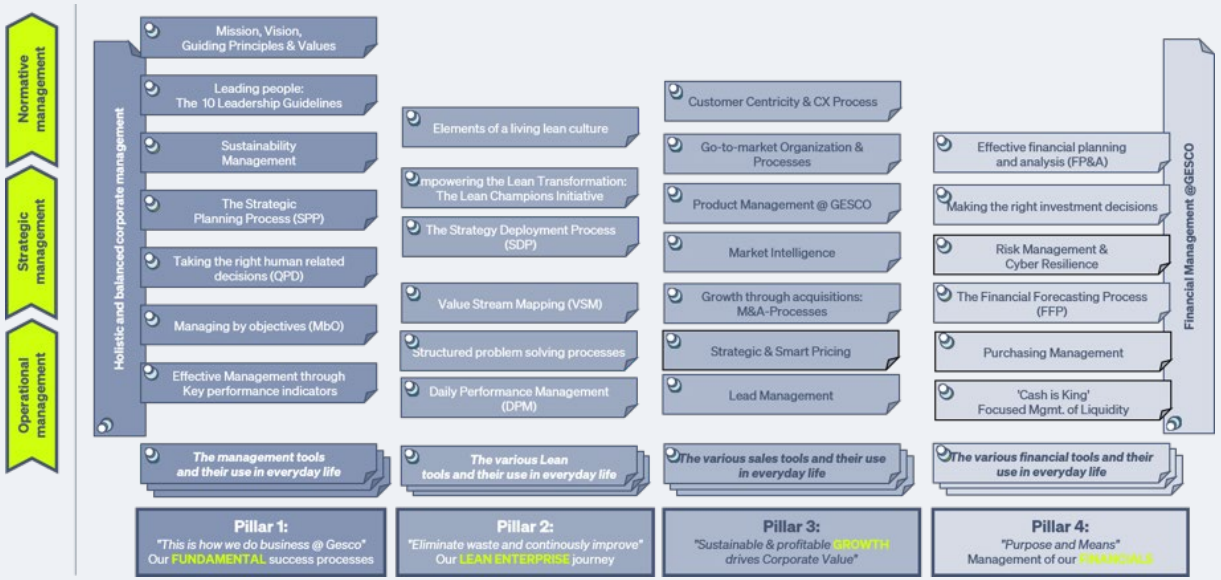
J. Pfeffer, CEO

Report of the CEO from Q2 Call

Macro Structural Ambiguities

> **While macro-political and macro-economic boundary conditions remain ambiguous, we at GESCO continue to focus on sustainable business improvement initiatives.**

The GESCO Business System (GBS) as our framework



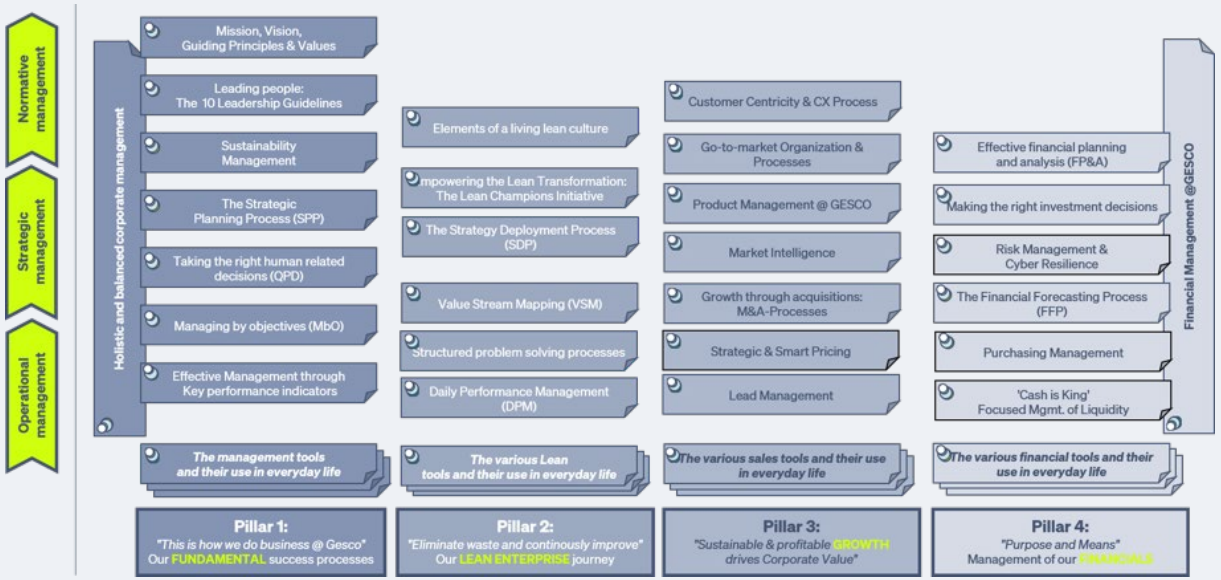
Our focus areas	Measures	Results
Focus on **GP margins**	◐	◐
Focus on **OH cost and OPEX**	✓	◐
Focus on **Operational execution**	✓	✓
Focus on **LEAN initiatives**	◐	◐
Focus on **Cash flow improvements**	◐	ϟ
Focus on **Organic growth**	✓	ϟ
Focus on **Inorganic growth**	✓	ϟ

✓ on track ◐ partly achieved ϟ not yet achieved

Report of the CEO from Q3 Call
Update

> **While macro-political and macro-economic boundary conditions remain ambiguous, we at GESCO continue to focus on sustainable business improvement initiatives.**

The GESCO Business System (GBS) as our framework



Our focus areas	Measures	Results
Focus on **GP margins**	◐	◐
Focus on **OH cost and OPEX**	✓	✓ ◀
Focus on **Operational execution**	✓	✓
Focus on **LEAN initiatives**	◐	◐
Focus on **Cash flow improvements**	◐	◐ ◀
Focus on **Organic growth**	✓	ϟ
Focus on **Inorganic growth**	✓	✓ ◀

✓ on track ◐ partly achieved ϟ not yet achieved

◀ Improvement vs. Q2 call

GESCO

M&A success: GESCO acquires ARKU Maschinenbau GmbH

M&A success: GESCO acquires ARKU

Securing the succession of a family business founded in 1928



Handover in Baden-Baden:
Albert Reiss with his son Moritz Reiss and the GESCO Executive Board

> GESCO stands for a sustainable ownership model, entrepreneurial continuity and the long-term development of SMEs.
>
> **Albert Reiss, shareholder of ARKU**

- Signing & closing on October 1, 2026
- 100 % of shares acquired from the founding family
- Second acquisition in the segment within two years, after Eckart in 2025

M&A success: GESCO acquires ARKU

A technology leader in industrial sheet metal processing



Management remains on board
Gottfried Sihler (CEO) and Dr. Jochen Kappler (COO)

The company's profile

Industrial Assets & Infrastructure

Global market and technology leader in precision levelers, coil lines and deburring machines – with sites and leveling & deburring centers in Germany, the USA and China.

Founded	1928
Headquarters	Baden-Baden, Germany
Employees	189
Expected revenue 2026	€ 55 million
GESCO SE shareholding	100 %
Member of the GESCO Group since	October 2026

ARKU at a glance

Three machine lines plus a growing aftersales business

New machines → 70% of Revenue, 30% of EBIT

Coil lines

Largest product line

- Press feeding lines
- Coil preparation & cutting
- Coil-laser lines

Precision levelers

Core competence

- Leveling of stamped and laser-cut parts
- Flame-cut parts
- Automated parts handling

Deburring machines

Youngest product line

- Deburring & edge rounding
- Oxide layer removal
- Deburring tools

Aftersales & services → 30% of Revenue, 70% of EBIT

Service & spare parts

Grows with installed base

- Maintenance contracts
- Spare parts incl. web shop
- Field service & retrofits

Leveling & deburring centers

Germany and USA

- Contract leveling & deburring
- Customer demonstrations
- Entry point to machine sales

Resilient mix: the steadily growing secondary business balances the project-driven, cyclical machine selling business

ARKU at a glance

International set-up with a strong foothold in North America



Sales and service partners worldwide

30+

countries served via own sales team and partners

5

operating sites in Germany, the USA and China

3

leveling & deburring centers in Germany and the USA

Germany

Baden-Baden
Headquarters, development, production

Bühl
Production incl. flow assembly

USA

Cincinnati, OH
Assembly, service & spare parts hub, center

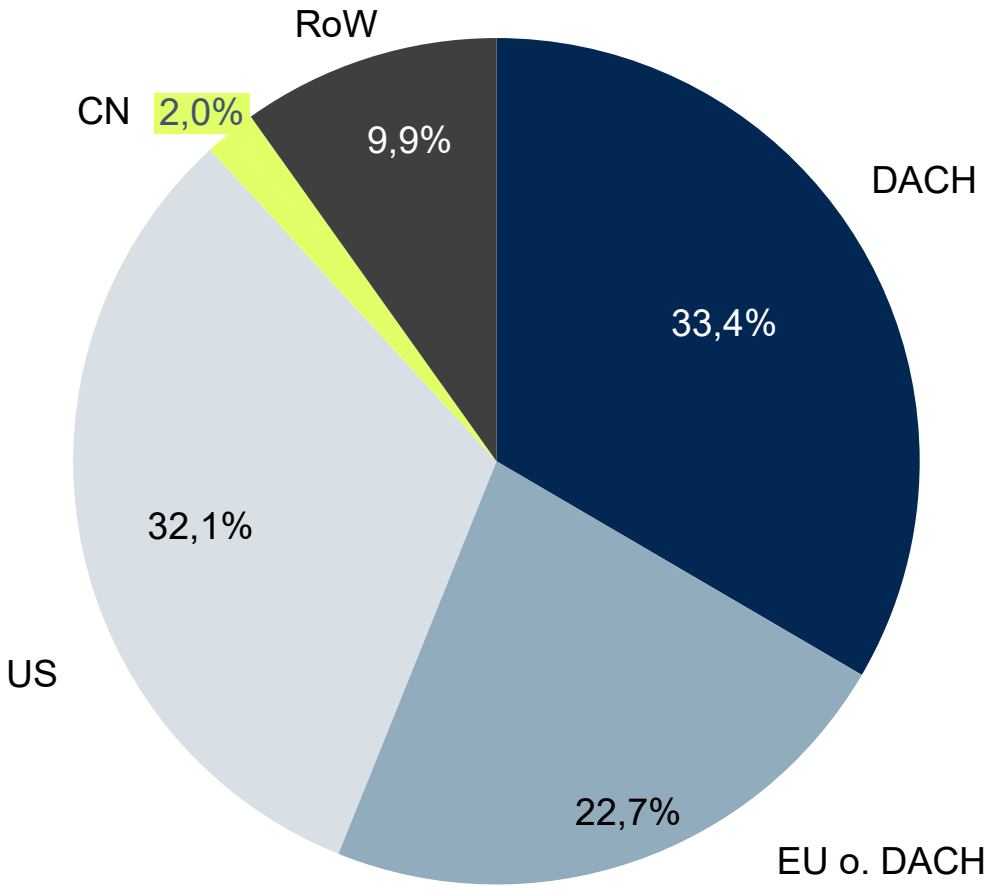
Spartanburg, SC
Leveling & deburring center

China

Kunshan
Sales & service office

ARKU at a glance

Diversified & balanced revenue mix within geographical and vertical end markets



M&A success: GESCO acquires ARKU

Assessed along the criteria of the GESCO Business System

Attractiveness		
1	Differentiating value creation	++
2	Ability to continuously innovate	++
3	Portfolio of offerings relevant to customer success	+
4	Participants in future-proof sales markets	+
5	Non-capital-intensive business system	+
6	Scalable business system	+
7	Complementarity with GESCO portfolio & synergy potential	++

Possible unhygienic factors & red flags		
1	Financial risks in the implementation of the business model	
2	Aggressive competitive environment	
3	Customer concentration	
4	Business system volatility and product-related substitution risks	
5	Reliability and resilience of assumptions	
6	Other red flags	

Overall assessment

Highly attractive target – no deal-breaking red flags identified in due diligence

Hidden champion

Named again in 2025 by WirtschaftsWoche as one of Germany's 500 hidden world market leaders

Strategic fit

ARKU greatly strengthens the Industrial Assets & Infrastructure segment

Industrial Assets & Infrastructure

Focus: projects

- **Kesel Group**
- **MAE Group**
- **SVT**
- **Eckart** — new 2025
- **ARKU** — new 2026

Hidden champion in an attractive niche

Market and technology leader with in-house development and a strong innovation pipeline

International growth platform

Strong presence in North America opens up opportunities for the whole segment

Resilient business model

Recurring service, spare parts and contract processing stabilise the machine cycle

Succession solution for a family business

Long-term owner, entrepreneurial independence, management remains on board

Integration

Structured post-merger integration has started

Oct 1, 2026

Signing & closing

Acquisition of 100 % of shares; consolidation from Q4 2026;
expected revenue contribution of €10–13 million in Q4

Oct 2026

Kick-off

Information of employees worldwide; joint communication plan

Q4 2026

Onboarding to GBS

KPI management, strategy and development processes, financial reporting

2027

Joint strategy

Service growth, US expansion and product strategy with ARKU management

Integration priorities

People & culture
Preserve ARKU's strong culture and high employee loyalty

GESCO Business System
Introduce GBS tools step by step together with management

Growth agenda
Prioritise service, North America and product roadmap

Q&A

GESCO