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– As of June 3, 2026 –

Speech by
Claus von Hermann
Supervisory Board Chairman of RENK Group AG
at the 2026 Annual General Meeting
on June 10, 2026
(The spoken word prevails.)

Dear Shareholders, Ladies and Gentlemen,

This year, once again, I can say that RENK has shifted into the right gear.

The Company is in excellent shape – better than ever before in its long history. Today, RENK is a dynamic, forward-looking company with a global presence and impressive market positions when it comes to military vehicles, ships, and industry.

Anyone looking at the RENK Group today sees a company that is performing exceptionally well in a challenging market environment. And that's no coincidence. It is the result of consistent, long-term strategic efforts by management and the workforce, who deliver on their promises.

Fiscal year 2025 met expectations and, in some respects, exceeded them. Dr. Sagel will go into more detail on this later in his speech, so I would just like to mention the key results: Revenue grew to 1.37 billion euros. Adjusted EBIT of 230 million euros was at the upper end of the forecast range. And the trend in orders is particularly noteworthy: at the end of the year, the order backlog stood at just under 6.7 billion euros. This gives RENK the planning certainty that will provide our Company with considerable scope in the coming years.

Crucially, this success is built on a solid foundation. As the Supervisory Board, we take pride not only in the momentum of our growth, but above all in its sustainability and long-term nature. Our Company has grown through sound judgment, technological strength, and a clear strategic focus.

Ladies and Gentlemen,

In recent years, RENK did not merely respond to demand or rely solely on past achievements; rather, we have actively invested in our future viability. This is particularly evident in production. The new modular production concept in Augsburg marks the transition from traditional manufacturing operations to modern industrial small-batch production. A structural step that enhances efficiency and capacity in equal measure. This allows us to fully leverage our strengths.

Which makes us unique in a market that is more attractive to competitors than ever before. Our technological leadership is based on decades of development work, a high level of engineering expertise, and an in-depth understanding of operational requirements. Our customers include the world's most demanding manufacturers and armed forces. We have built and maintained trusting partnerships with them over the years. Nobody can match us on this.

Today, the defense sector has become the focus of a political and economic attention it has not seen in decades. At their summit in The Hague last year, NATO member states agreed on historic defense spending targets: an overall target of five percent of gross domestic product by 2035 – of which 3.5 percent is earmarked for traditional core defense. That creates demand. For RENK this is not new territory. It is confirmation of the path the Company has been following for generations.

What sets RENK apart in this environment is not just the size of its order backlog. It is the Company's strong market presence: 75 percent market penetration for tracked vehicles in NATO countries and allied nations. This is the result of more than 150 years of technological development, thousands of systems delivered, and customer relationships that span the entire lifecycle of military platforms. A company that has manufactured 4,000 Leopard transmissions has built up a level of vertical integration and experience that takes time and for which trust is an indispensable requirement.

A company that supplies military systems also assumes a responsibility that extends far beyond the time of delivery. RENK has the installed base, infrastructure, expertise, and customer relationships to fulfill this responsibility. And it is precisely this aftermarket and service business that represents another attractive area of growth, one to which RENK will devote even greater attention in the future.

Ladies and Gentlemen,

Today marks my final Annual General Meeting as Supervisory Board Chairman of RENK Group AG. So please allow me to offer a few comments of a more reflective nature.

Over the course of its 153-year history, RENK has already written many chapters.

The past five years, however, have represented a further challenge of a particular kind. I am deeply impressed by what both the Management Board and the employees here have achieved together over the past few years: a change in ownership, a major acquisition in the U.S., the *Zeitenwende* or watershed moment, the initial public offering, promotion to the MDAX, further acquisitions, strengthening of the marine business, and much more. The list is long.

When the Company went public, we said that the listing underscored the successful track record RENK had demonstrated and that the Company was ideally positioned for continued sustainable growth. That was and remains my sincere conviction – and the financial results have fully confirmed it.

These figures, however, were by no means a foregone conclusion. The results were achieved despite numerous headwinds, such as the weak U.S. dollar, the impact of tariffs, and a challenging industrial environment. But RENK has grit, and RENK delivered.

I say this deliberately because I want to make it clear who deserves the credit for this success: our approximately 4,400 employees worldwide – the “RENKies,” as our CEO calls them. They’ve achieved this, quarter after quarter, even though it wasn’t always easy.

I would like to thank the Management Board teams I have had the privilege of working with over the past few years. Susanne Wiegand has made significant strategic and operational strides forward at RENK and doubled the Company's revenue. Dr. Alexander Sagel has taken over the reins with supreme ease and clarity – I am confident that under his leadership the Company is in very good hands. Anja Mänz-Siebje managed the Company's financial operations with great competence during the critical phase following its initial public offering. And Christian Schulz played a key role in the Company's initial public offering. I would like to thank Dr. Emmerich Schiller for his market-leading implementation of the new production concept, which enables RENK to meet demand.

I would like to thank my colleagues on the Supervisory Board – both employee and shareholder representatives – for the quality of the cooperation we have enjoyed. A good supervisory board is not a body that merely rubber-stamps decisions. It is a constructive dialog partner. You have lived up to this responsibility every day in the best possible way. I would like to single out Mr. Refle, the Chairman of the RENK Works Council, with whom I have had the privilege of working for over five years now in a spirit of trust, partnership, and mutual respect. Thank you very much.

RENK is in a better position today than ever before. The strategic focus on defense technologies – with the goal of generating approximately 90 percent of revenue from this segment by 2030 – is both logical and appropriate. The order backlog ensures visibility.

My designated successor, Dr. Klaus Richter, brings the experience and qualities this Company needs for its next phase. I wish him, the entire Management Board, and every single employee all the best.

Thank you very much.