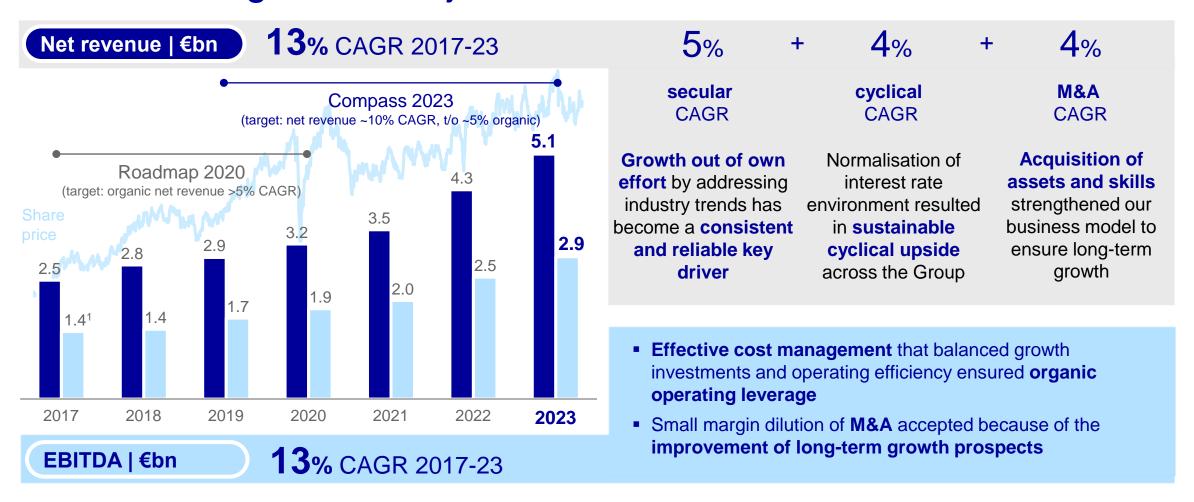




We have demonstrated a strong track record for growth, overdelivering on our objectives



¹⁾ EBITDA adjusted for exceptional items (€1.5bn reported)

Deutsche Börse Group | May 2024

Since 2017 we evolved our business model significantly into higher growth and recurring revenue areas

Key factors that underpin our success



We are consistently **exploiting** all **organic growth** opportunities based on **secular trends**

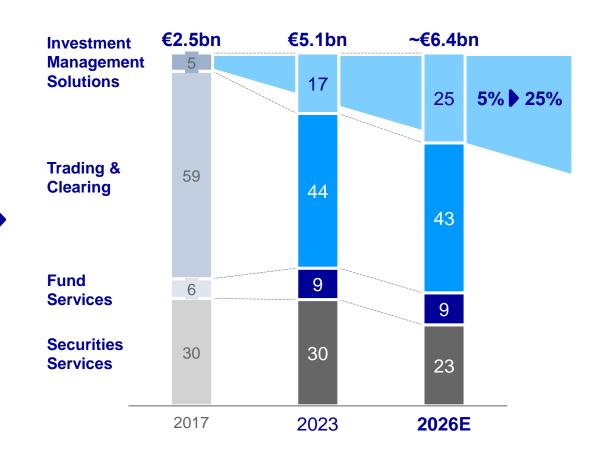


Through M&A we moved into adjacent businesses with attractive growth rates and increased our resilience through recurring revenues (2023: 63%; 2026E: 65-70%)



We created the new **Investment Management Solutions** segment with **strong growth** and **high synergy** potential

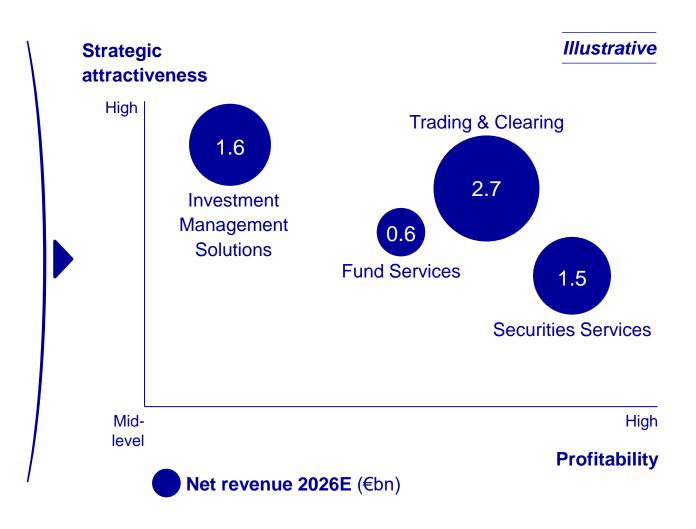
Segmental split of net revenue | %



We operate a diversified and resilient business model

We operate a very attractive and resilient business model, as all segments ...

- operate at very attractive EBITDA margins
- grow net revenue at mid-single digit to low double-digit rates
- have increased their share of recurring revenue
- have significant market shares in their respective total addressable markets (TAM) and/or are operating in growing TAMs
- have very established and strong brands
- have become more balanced in itself, contributing to the overall diversification



We can effectively capture important industry trends as the infrastructure provider with the broadest value chain

Secular industry trends	Investment Management Solutions	Trading & Clearing	Fund Services	Securities Services
Unchanged growing importance of buy-side and shift from active to passive, focusing on increasing efficiency				
Asset class-specific but persistently increasing trend from OTC towards on-exchange and futurisation				
Technology and accelerated digitalisation are transforming the way the financial sector operates (e.g. Cloud, DLT and AI)				
After a decade of abnormally low interest rates and a resurgence of inflation, rates have normalised and are expected to remain elevated				
Unbroken strong growing demand for high-quality, reliable data supporting multifaceted decision intelligence				
	Major benefit to s	egment	Minor impact on se	gment

Our strategy directly addresses the ever-increasing importance of the buy-side



We are structurally attractive for the buy-side ...

- Neutral operator and service provider
- Industrial partner with longterm investment perspective
- Strong technology and well experienced to run scalable platforms
- Longstanding track record of highest reliability and performance
- Trusted by market participants

... and have grown our exposure

AXIOMA

~300 asset managers / hedge funds



~2,000 asset managers across all types and sizes¹

SimCorp

deep relationship to ~300 large asset managers / owners

EUREX

>500 buy-side firms across all products

Source: McKinsey 1) In the Governance & ESG business line

Deutsche Börse Group | May 2024

Overview Horizon 2026 strategy

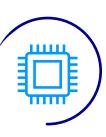
Strong organic growth



Investment Management Solutions



Digital leadership



Ambition

- Operating in attractive markets and benefitting from secular industry trends is driving strong organic growth
- Offering end-to-end investment solutions and high-quality data to address the evolving needs of the buy-side

Taking a **leading role** in the digitalisation of assets and increase efficiency using **cloud** and **Al**

Net revenue CAGR 2022-26E **7**% organic



3% M&A (SimCorp)



Long-term optionality (base investments included in plan)



Capital allocation: refining priorities to reflect progress of strategy implementation

We see strong organic growth ahead of us

Our key focus continues to be secular growth, benefitting from industry trends and evolving client needs, ...

Net revenue | €bn **Segment CAGR** 2022 2026E 2022-26E Investment 1.6 9% **Management Solutions Trading &** 6% **Clearing Fund** 0.6 **Services Securities** 9% **Services**

... while cyclicality is expected to be only modestly positive from 2022 to 2026

While the **net interest income** (NII) in Securities and Fund Services is **expected to increase** from €260 million in 2022 to ~€500 million in 2026E, ...

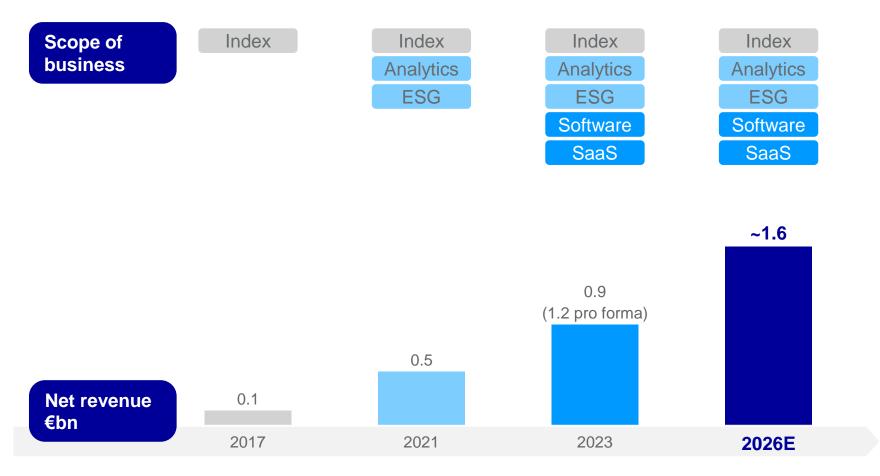


... we would expect more muted market volatility for Trading & Clearing in 2026 compared to the record year 2022

7% organic **CAGR** 2022-26E

^{1) ~€1.2}bn incl. SimCorp pro forma 2) Net revenue in 2022 adjusted for €52 million exceptional gain related to sale of Regis-TR

The new Investment Management Solutions segment is opening up additional growth opportunities



- With the new segment we are targeting the growing share of wallet of the buy-side in capital markets revenue
- With end-to-end investment solutions and high-quality data, we address the (emerging) needs of the buy-side
- The move results in additional organic growth, strengthens our recurring revenue and increases the segment's revenue contribution to ~25% in 2026

Investment Management Solutions consists of two highly attractive businesses with strong growth prospects

Investment Management Solutions





- Combined SimCorp and Axioma providing front-to-back investment management technology solutions excelling in front office and risk management as well as middle and backoffice services
- ISS STOXX with best-of-breed data offering targeting the investment process supporting E, S, G data, research & ratings, indexing, engagement and market intelligence

 Strong growth in total addressable market from ~€8 billion in 2022 to ~€11 billion by 2026E

 Strong growth in total addressable market from ~€7 billion in 2022 to ~€10 billion by 2026E

— Growth of total addressable market 2022-26E: ~40%¹ -

Common characteristics

- Very attractive organic long-term growth potential
- High share of recurring revenue

High client retention rates

Value generation through synergies



Key digital leadership initiatives are cloud adoption and enablement as well as our new digital infrastructure



Digital leadership

Strategic partnership with Google Cloud is key for cloud adoption and build out of new digital infrastructure





Continuous **cloud** adoption and value adding ecosystem services



Build out of **new** digital infrastructure

- We are building on our leading position by increasing cloud adoption (from ~40% today to ~70%) and enablement
- This will deliver significant time to market improvements, increase resilience and allow to offer cloud-only services

We will leverage partnership with Google Cloud:

- Accelerate the development of our digital securities platform D7, which allows market participants to issue electronic securities
- Jointly build a digital asset platform, which provides unique benefits and will significantly broaden the investable and tradeable instrument universe
- Deploy a data mesh for data distribution and data use cases in the cloud

Necessary base investments included in Horizon 2026 plan and partly covered by strategic partnership with Google Cloud

Long-term revenue optionality not reflected in Horizon 2026 plan

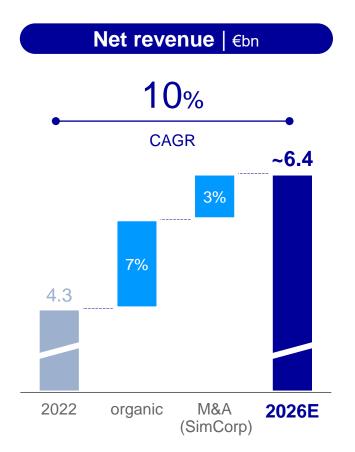
We steer our business along refined capital allocation priorities



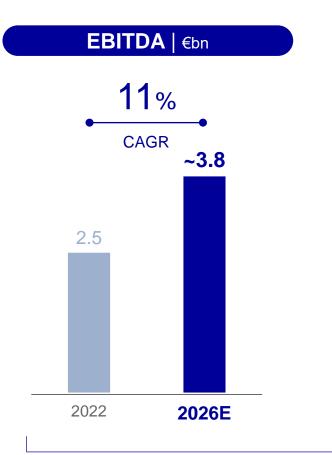
- Organic growth driven by secular industry trends continues to have the highest capital allocation priority
- To support organic net revenue growth our operating costs are expected to increase by 5% CAGR and capex of €350 to €400 million p.a. is needed
- Key focus until end of 2024 will be on delivering the benefits of the SimCorp acquisition and deleveraging in-line with the AA— credit rating profile for the Group
- Generally, we expect to continue to do M&A if strategically and financially attractive (ROIC>WACC year 3-5, cash EPS accretive year 1-3)
- To reflect increased earnings and the strong growth outlook, we are adjusting our dividend payout ratio target to 30-40% of the annual net profit
- Within this range, we manage the payout mainly in relation to our financial performance and based on continuity considerations (i.e. increasing DPS)
- In case of excess liquidity, we intend to complement the dividend distribution with additional distributions in the form of share buy-backs
- For the first time under the refined capital management framework, we are executing a share buy-back programme of €300 million in 2024 (completed in April)

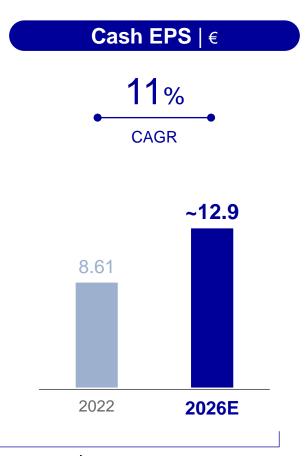


Outlook Horizon 2026 – double digit net revenue and earnings growth



Opportunistic **M&A agenda** and **digital platform strategy** can drive additional topline growth ...

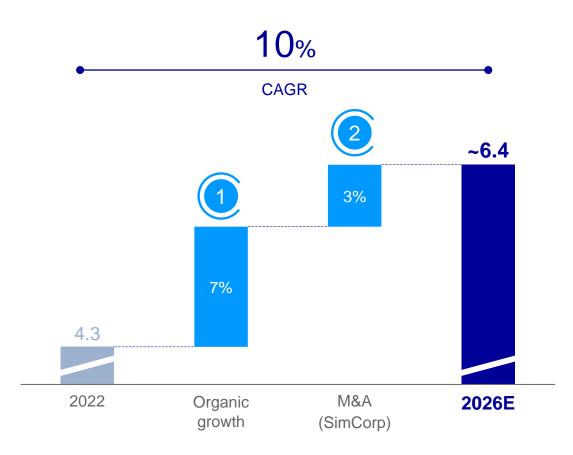


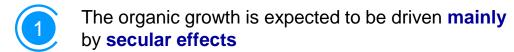


... while **effective cost management** and **cost synergies** improve the bottom line

The key driver for our 2026 targets will be organic growth

Net revenue | €bn





Cyclicality is expected to be only modestly positive until 2026, with higher net interest income (~€500 million in 2026E) being partly offset by slightly more muted market volatility (both compared to 2022)

- M&A baseline effect of the SimCorp acquisition, with additional growth reflected in "organic"
- Generally, we expect to continue to do M&A if strategically and financially attractive
- Potential additional net revenue from digital asset platform strategy (necessary base investments included in plan)

All segments are expected to contribute to the organic net revenue growth until 2026

Net revenue growth and composition of growth until 2026E



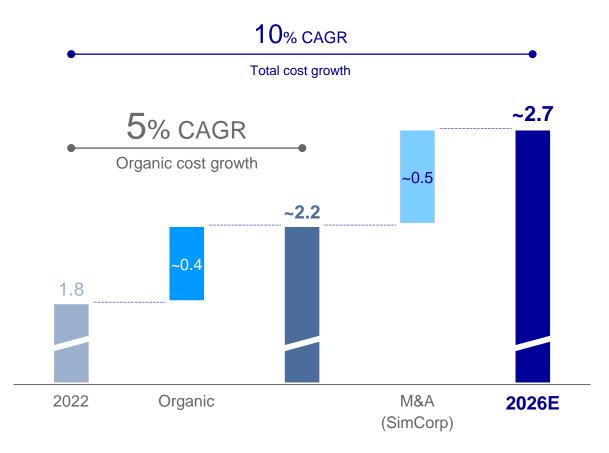






We will continue to balance investments in long-term growth with effective cost management going forward

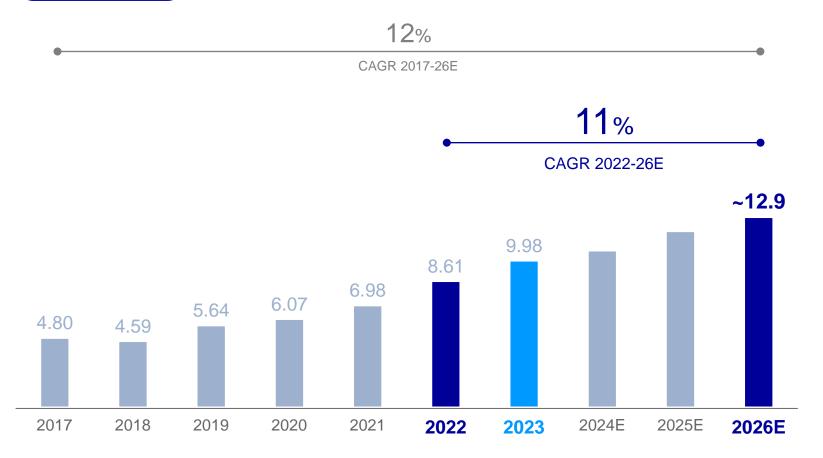
Operating costs | €bn



- We expect under proportional organic cost growth (5% CAGR) compared to the expected organic net revenue growth (7% CAGR)
- This is due to operating leverage, consequent cost management and cost synergies from the Investment Management Solutions segment
- SimCorp's operating costs are also expected to increase under proportional to net revenue growth until 2026
- Cost contingency plan in place in case net revenue growth meaningfully below plan

Strong net revenue growth is complemented by an even stronger development of Cash EPS

Cash EPS | €



- cash EPS is our leading "post everything" earnings KPI, that best measures our profitability and cash flow generation
- Main driver is the organic growth, consequent cost management and the scalability of the existing businesses
- But all of our M&A has also resulted in immediate Cash EPS accretion
- The most recent SimCorp acquisition for instance is immediately Cash EPS accretive (mid-single digit based on run-rate synergies)

Continued strong credit rating despite SimCorp acquisition

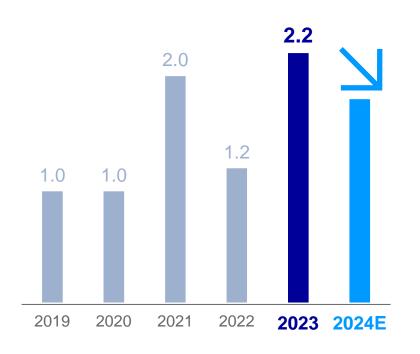
Net debt / EBITDA | ratio

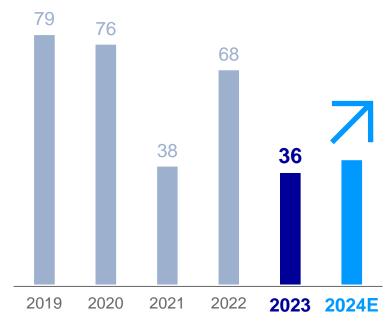
Target: no more than 2.25x

FFO / net debt | %

Target: at least 40%







- Rating reflects the expectation that we will deliver on our growth strategy
- New rating related net debt to EBITDA threshold of ≤2.25x and free funds from operations (FFO) to net debt ≥40%
- Temporary slightly below target (FFO / net debt) in 2023
- But due to the high cash flow generating nature of our business, we expect quick deleveraging and to fulfil the rating metrics in 2024

We are committed to generating attractive returns for our shareholders

Dividend and payout ratio development

Payout ratio (%)

Dividend per share (€)



Refined Capital Management



Committed to achieving AA- rating at group level and AA at Clearstream



30–40%

Dividend payout of net profit and **dividend continuity** with increasing DPS



In case of **excess liquidity**, we intend to complement the dividend distribution with **share buy-backs**

First share buy-back programme of €300 million in Q1/24 (completed in April)

Our climate strategy – We set ourselves new long term climate targets to be validated by the Science-Based Targets initiative



- Scope 1 & 2: Deutsche Börse aims to reduce absolute scope 1 and 2 emissions by 42% by 2030 from a 2022 base year
- Scope 3: Deutsche Börse targets to reduce absolute scope 3 emissions from fuel and energy related activities, business travel and employee commuting by 42% by 2030 from a 2022 base year
- Scope 3 Supplier Engagement: Deutsche Börse aims that 97% of its suppliers by emissions will have science—based targets by 2028

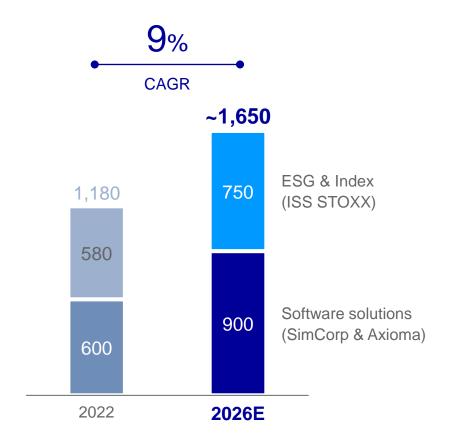


- Scope 1, 2 & 3: Deutsche Börse targets to reduce absolute scope 1, 2 and 3 emissions by 90% at the latest by 2045 from a 2022 base year. Measures from near-term targets will be continued and complemented by further measures, focusing on avoiding emissions
- SBTi validation: Deutsche Börse has submitted both near term and net zero targets to the Science-Based Targets initiative (SBTi) and expects validation in Q1 2024



Investment Management Solutions

Net revenue mid-term guidance | €m

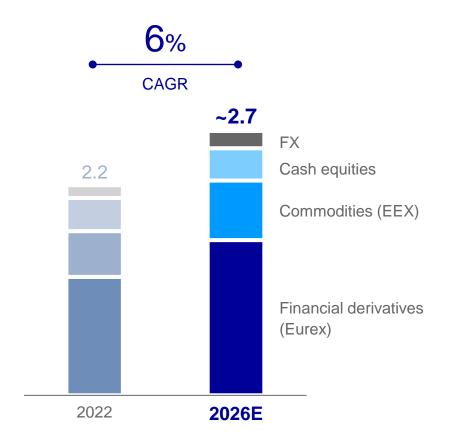


Growth drivers

- Investment management industry offers attractive, growing revenue pools with clients looking for reliable partners to enhance operating leverage and differentiation
- Combined SimCorp and Axioma providing best-in-class front-to-back investment management technology solutions:
 - Fully integrated platform for operational efficiency
 - Broadest coverage of functionality and asset classes
 - Industry leading real-time IBOR / ABOR (integrated book of records)
 - SaaS transformation increasing efficiency and flexibility
- Combination of ISS and STOXX is forming a diversified quality data, index and analytics provider with strong branding – serving a very broad client base of investment managers, banks and corporates
- Additional opportunity for bundling of services and distribution into the existing strong client base, as well as product innovation

Trading & Clearing

Net revenue mid-term guidance | €bn

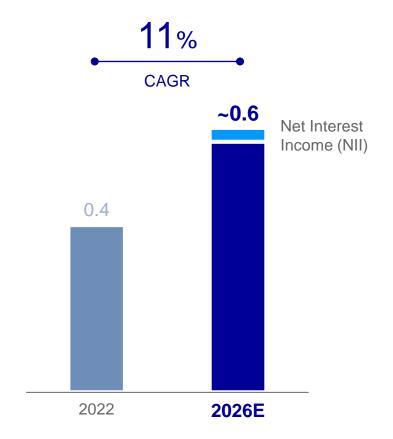


Growth drivers

- Industry leading platform businesses, performing strongly in scale and network effects
- Strong in execution; attractive market growth with sizeable revenue pools – foundation for future growth
- Eurex and EEX continue to be core growth engines going forward:
 - Eurex Fixed Income Roadmap major driver of secular growth –
 'Home of the Euro-Yield-Curve' (short and long dated interest rate derivatives, Euro OTC clearing and the repo business)
 - EEX continues its success story, becoming the global commodity exchange of choice, benefitting from the continued trend towards renewables and emerging new client types
- Technology Roadmap fosters innovation lead and unlocks business value
- Further upside potential from cyclical tailwinds and digitalisation of new asset classes not factored in

Fund Services

Net revenue mid-term guidance | €bn



Growth drivers



Global **outsourcing mandates** from asset managers to increase their operating efficiency



Cross-selling across all services (execution, distribution, data) and product innovation



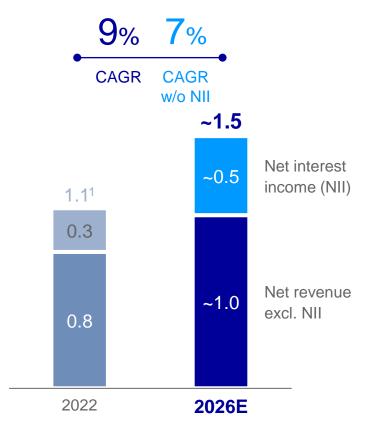
Expansion of asset manager proposition

>>>

Proactive **cost management** with strong EBITDA steering and focus on **completing stand-alone setup** vs. Securities Services

Securities Services

Net revenue mid-term guidance | €bn

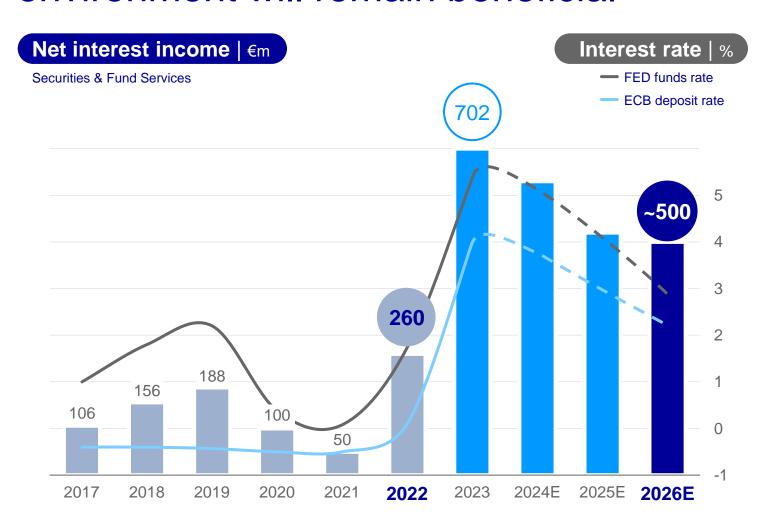


Growth drivers

- Macro-economic tailwinds from resurgence of fixed income as asset class
- Investor CSD model with all T2S markets connected by 2024
 Single access to T2S for CCPs/exchanges
- €700 billion outstanding collateral Expand securities lending breadth and scope (e.g., Al-enabled marriage broking) and joint momentum with Eurex Clearing/Repo
- 'Platforms as a service' Scale platform business across regions (e.g., collateral management with TMX)
- Data & connectivity solutions growing at 10% YoY Build-out of value-added data use cases

¹⁾ Net revenue in 2022 adjusted for €52 million exceptional gain related to sale of Regis-TR Deutsche Börse Group | May 2024

Securities and Fund Services: Normalisation of interest rate environment will remain beneficial



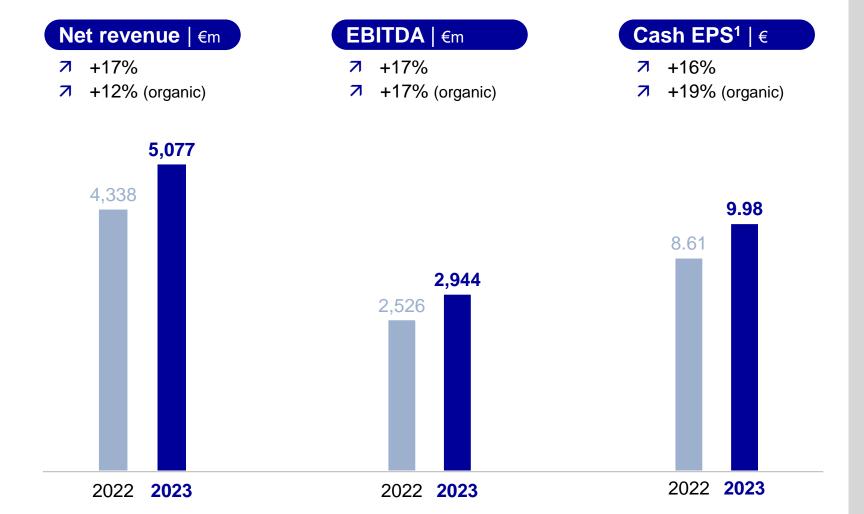
- In the past, we operated in an abnormal interest rate environment
- Due to the high inflation globally, interest rates increased faster than ever
- In the coming years, we expect higher interest rates for longer
- For 2026 we expect a net interest income in Securities and Fund Services together of ~€500 million¹
- But a more normal interest rate environment will also fuel volatility and trading volumes in almost all asset classes in Trading & Clearing

¹⁾ Based on current interest rate expectations and around €16 billion of cash balances



Group financials

FY/2023



Treasury result	€961m +81%
Operating cost	€2,118m +16%
Financial investments	€-14m
Depreciation ²	€419m
Financial result	€-74m
Net profit	€1,724m +15%
EPS	€9.35

¹⁾ EPS before purchase price allocation (ppa)

²⁾ Incl. ~€135m ppa effects

Operating costs

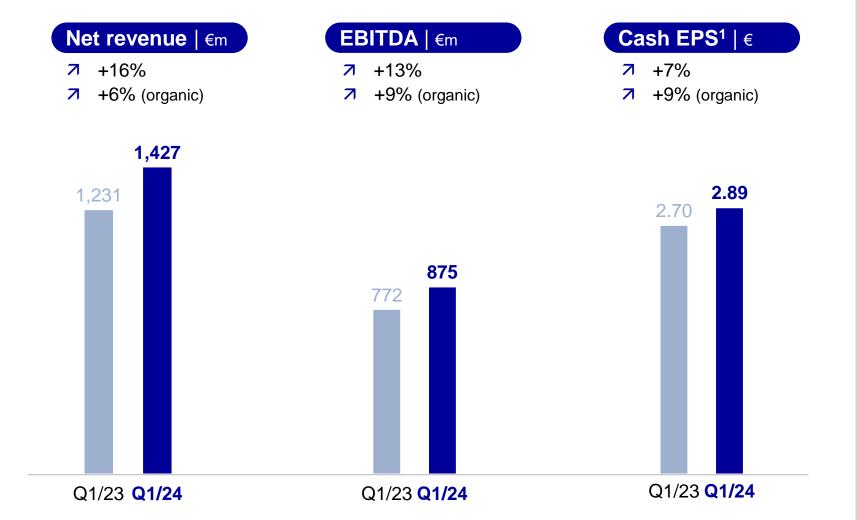
FY/2023



- Organic operating cost growth in 2023 in-line with original expectation, despite higher variable compensation, share-based payments and inflation bonus in Q4/23
- Creation of Investment Management Solutions segment resulted in exceptional costs of €79 million in 2023

Group financials

Q1/2024



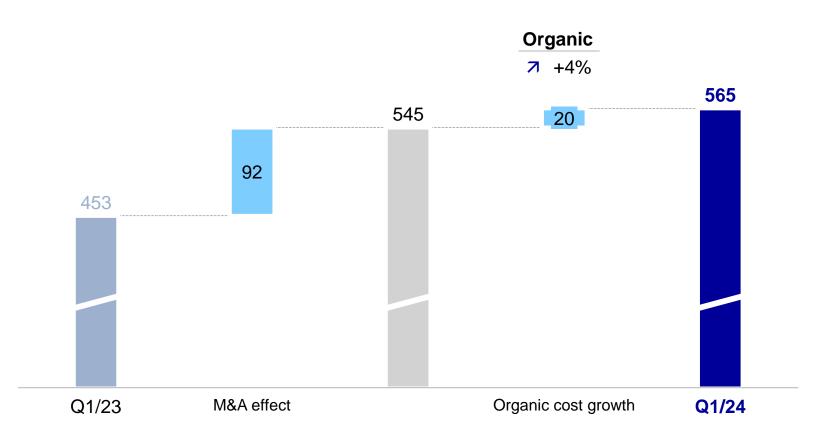
Treasury result	€262m +15%
Operating cost	€565m +25%
Financial investments	€13m
Depreciation ²	€118m
Financial result	€-42m
Net profit	€498m +5%
EPS	€2.70

¹⁾ EPS before purchase price allocation (ppa)

²⁾ Incl. ~€47m ppa effects

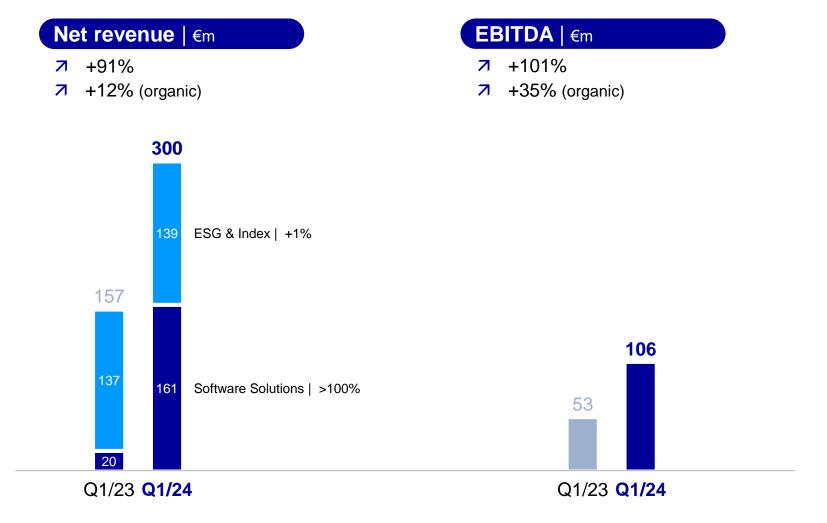
Operating costs Q1/2024

Operating cost bridge | €m



- Organic cost growth of 4% was driven by exceptional costs, inflation and additional investments, which was partly offset by lower sharebased compensation
- Creation of Investment Management Solutions segment resulted in exceptional costs of €11 million in Q1/2024 (~€50 million for 2024)
- M&A effect mainly due to SimCorp consolidation (€92 million operating costs in Q1/24)

Investment Management Solutions Q1/2024

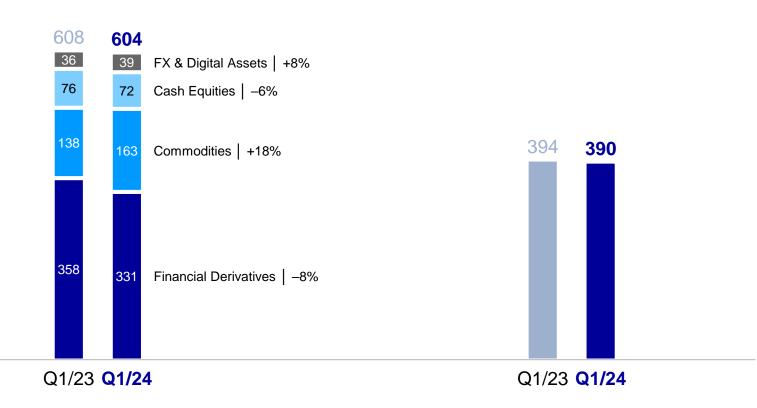


- Software Solutions benefited from new clients and contract renewals with very good momentum especially in analytics; SimCorp's net revenue of €128 million in-line with expectations after seasonally strong fourth quarter
- Software Solutions (SimCorp/Axioma) annual recurring revenue (ARR) amounted to €537 million at the end of Q1/24 (+15%)
- Further growth of demand for ESG products, while headwinds for ISS Market Intelligence solutions continued
- EBITDA impacted by exceptional costs of €11 million

Trading & Clearing

Q1/2024



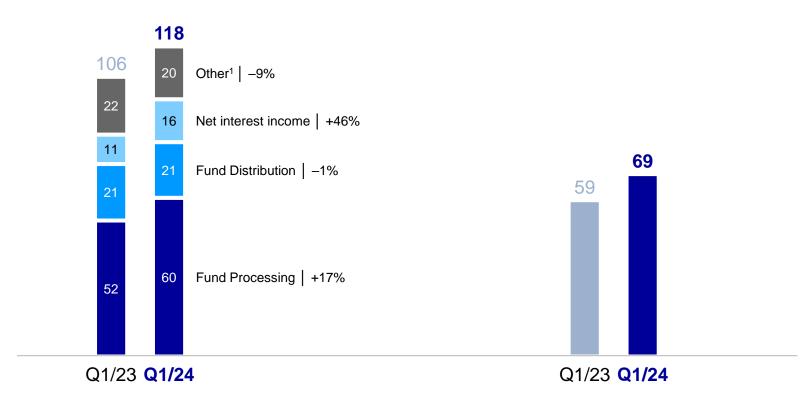


- Financial Derivatives impacted by lower equity market volatility (-31%) and higher comparables in Q1/23; higher fixed income derivatives volumes partly offset by incentives as part of the STIR partnership programme
- Commodities were driven by record trading activity in EU power products, mainly due to market share gains and new clients
- In foreign exchange, new clients (buy side) and regions (US/APAC) helped to offset lower volatility
- Crypto Finance/DBDX¹ business has been shifted to FX in a move to pool all expertise in digital assets

¹⁾ Deutsche Börse Digital Exchange

Fund Services Q1/2024





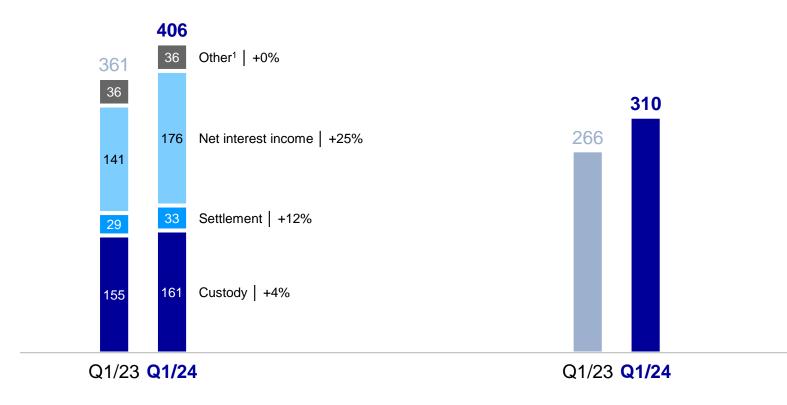
- Fund Services segment benefitted from improved equity market valuations and growth from new clients and portfolios
- Net interest income: higher rates overcompensated a decline in cash balances (–7%)

¹⁾ Incl. net revenue from connectivity and fund data

Securities Services

Q1/2024



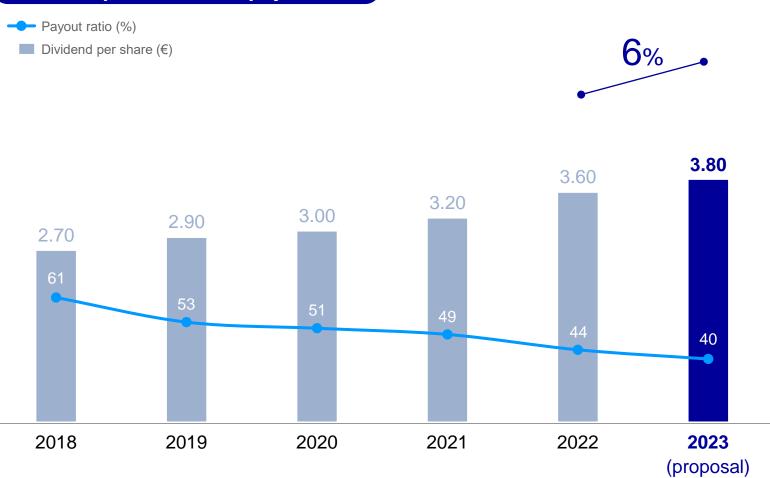


- Custody and Settlement positively affected by ongoing high level of fixed income issuance activity and higher index levels
- Net interest income: higher rates overcompensated a decline in cash balances (–7%)

Incl. net revenue from connectivity, account services and reporting

Dividend proposal FY/2023

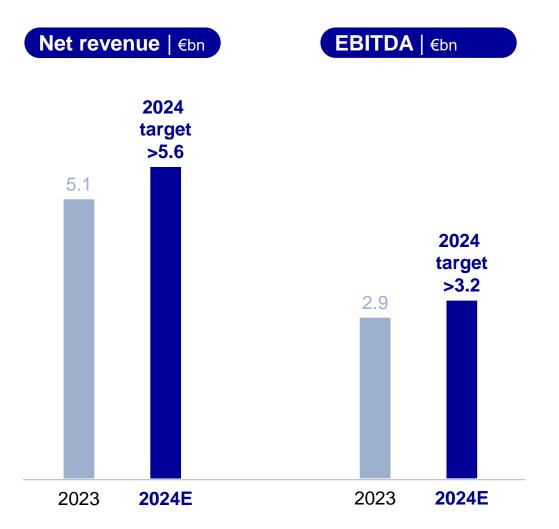
Dividend per share and pay-out



Capital management

- To reflect increased earnings and the strong growth outlook, we adjusted our dividend payout ratio target to 30-40% of the annual net profit
- Within this range, we manage the payout mainly in relation to our financial performance and based on continuity considerations (new commitment for increasing DPS)
- In case of excess liquidity, we intend to complement the dividend with additional distributions in the form of share buy-backs; €300 million buyback program in 2024 (completed in April)

Outlook FY/2024



- In addition to organic growth based on secular growth opportunities, the consolidation of SimCorp will make a significant contribution (net revenue of ~€600 million and EBITDA pre synergies of ~€200 million in 2024)
- We currently expect slight cyclical headwinds from a small decline of interest rates in the US; stable interest rates and/or higher market volatility would be upside to our expectations
- Due to investments in growth, we expect an increase of organic operating costs of ~5% in 2024; in addition, total operating costs in 2024 include the consolidation of SimCorp and costs to achieve synergies (~€50 million)

Financial calendar

14 May 2024	Annual General Meeting
15 May 2024	Redburn Canada Conference (Toronto)
22 May 2024	Berenberg European Conference (New York)
23 May 2024	dbAccess European Champions Conference (Frankfurt)
4 June 2024	BNP Paribas Exane CEO Conference (Paris)
5 June 2024	Goldman Sachs European Financials Conference (Madrid)
24 July 2024	Publication half-yearly financial report 2024
25 July 2024	Analyst and investor conference call Q2/2024
3 September 2024	Commerzbank & ODDO BHF Corporate Conference (Frankfurt)
10 September 2024	Barclays Global Financial Services Conference (New York)
23 September 2024	Goldman Sachs German Corporate Conference (Munich)
25 September 2024	BofA Annual Financials CEO Conference (London)
22 October 2024	Publication quarterly statement Q3/2024
23 October 2024	Analyst and investor conference call Q3/2024
14 May 2024	Annual General Meeting



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