THE PLATFORM GROUP

OUR VISION 2030

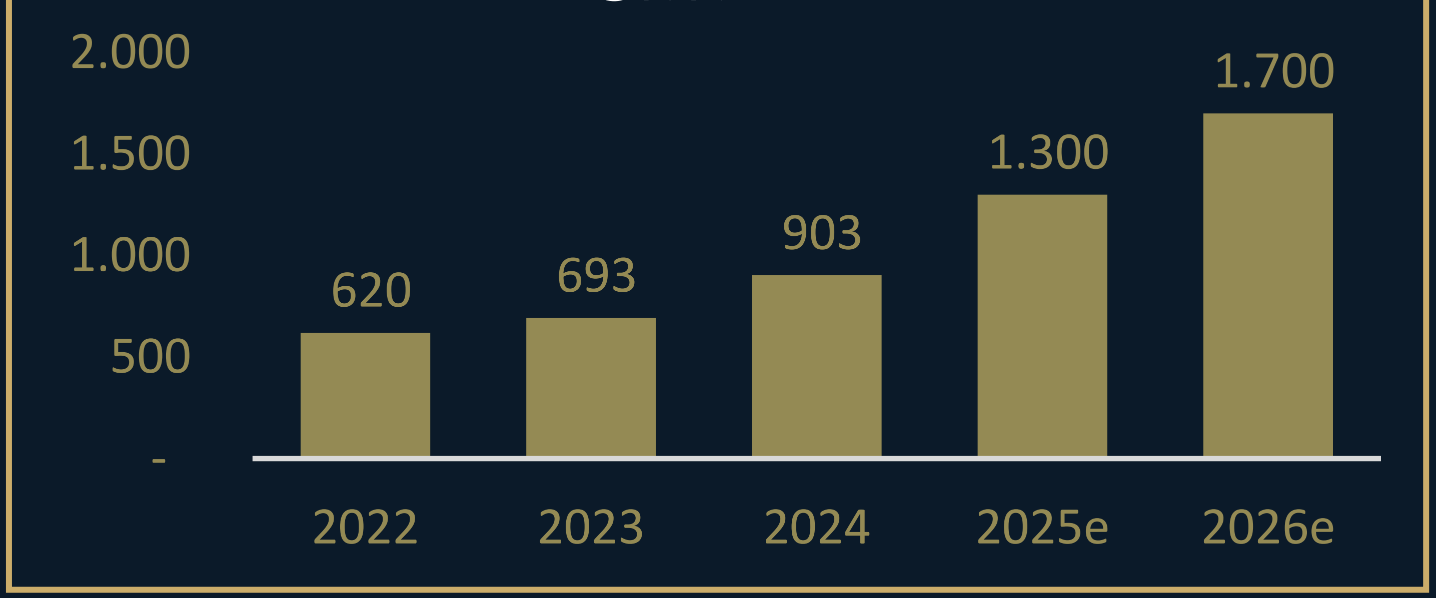
12TH NOVEMBER 2025

OUR CURRENT POSITION

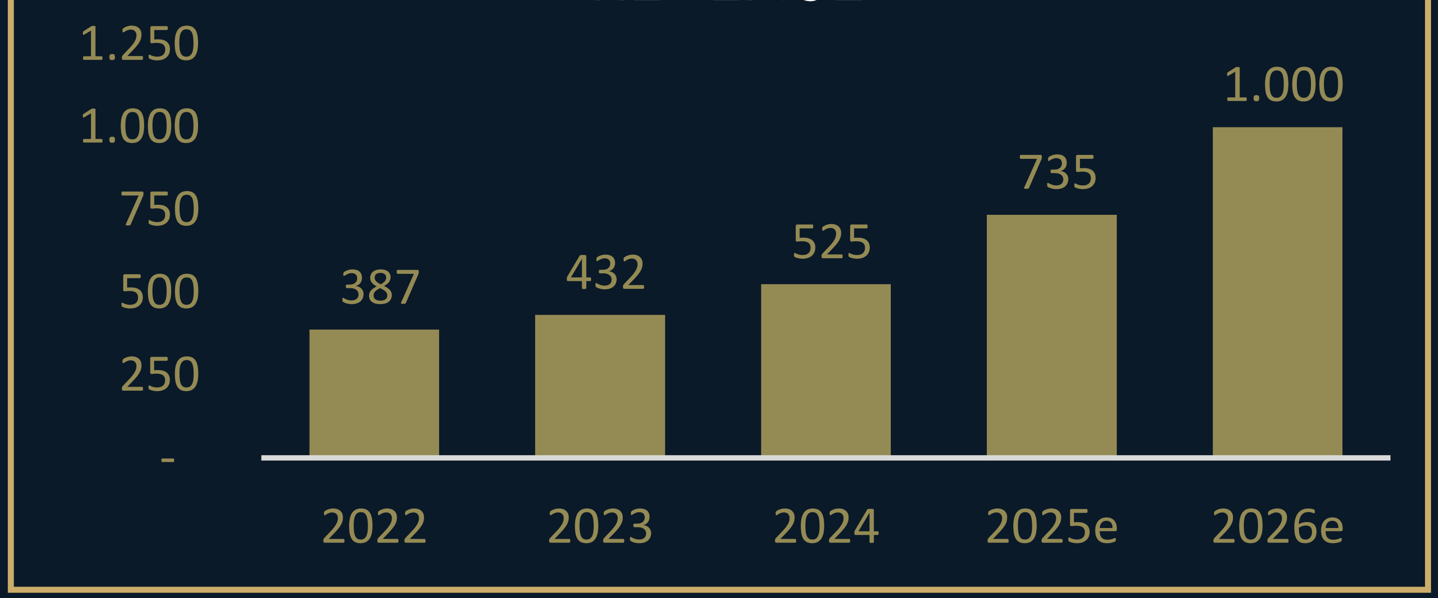
OUR DEVELOPMENT

SUCCESSFUL GROWTH EVERY YEAR SINCE ESTABLISHING THE PLATFORM MODEL IN 2012

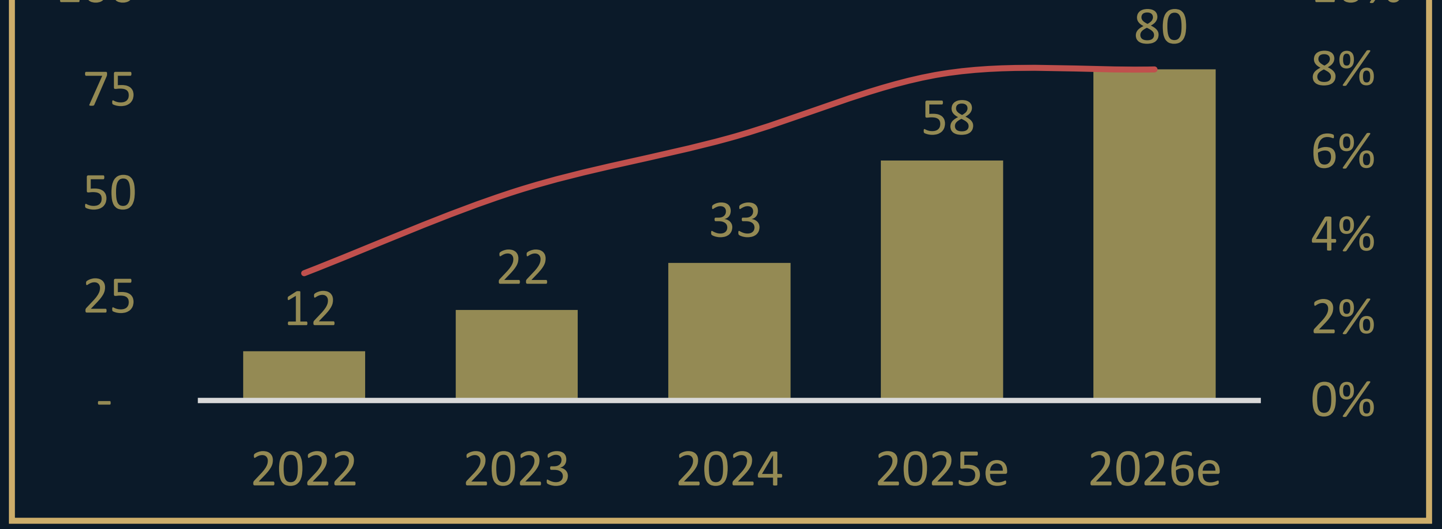
GMV



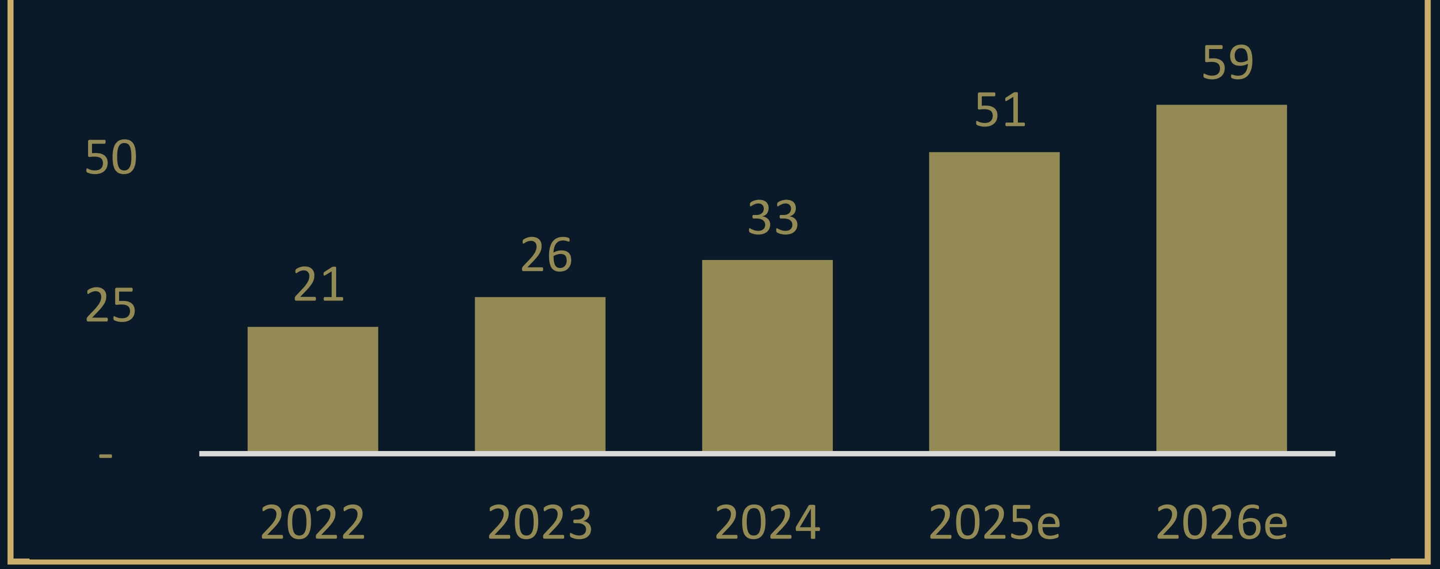
REVENUE



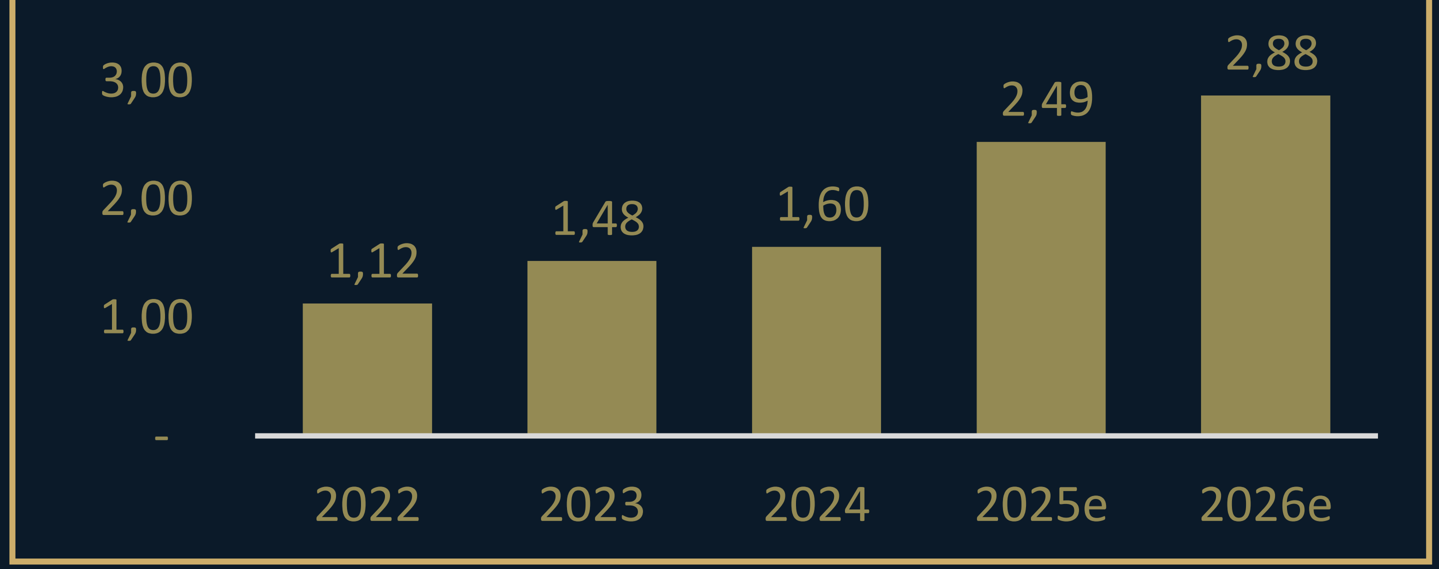
EBITDA ADJ. & MARGIN



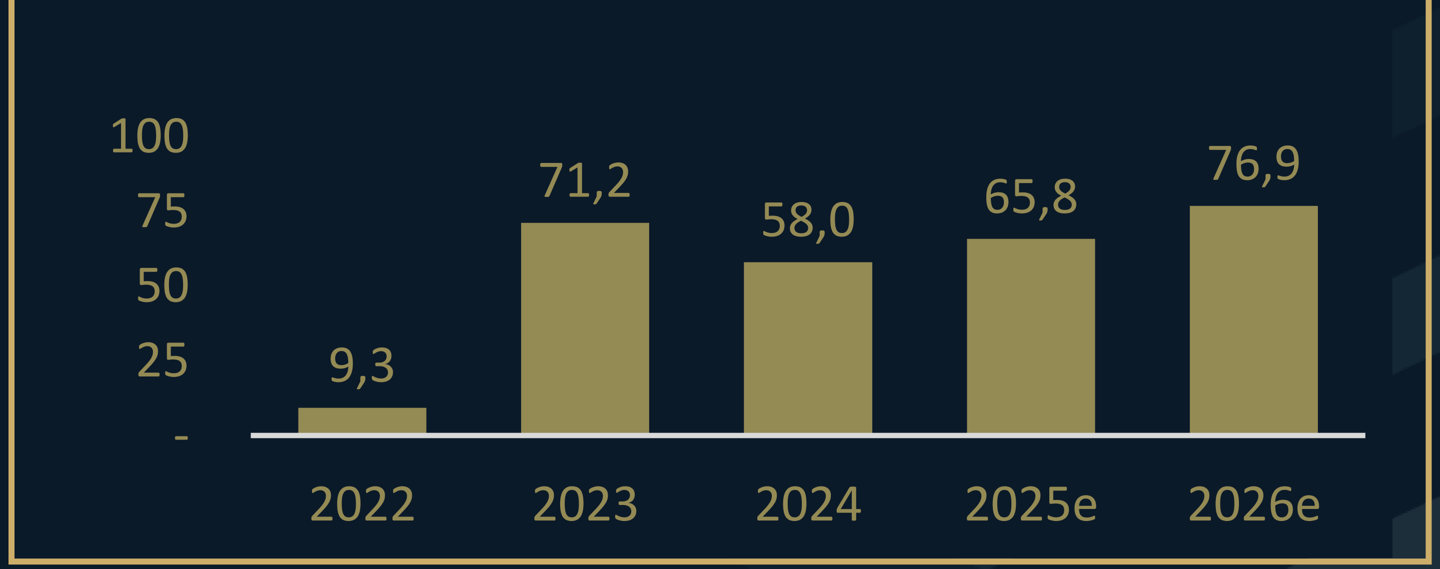
NET PROFIT



EPS RATIO



OP. CASH FLOW

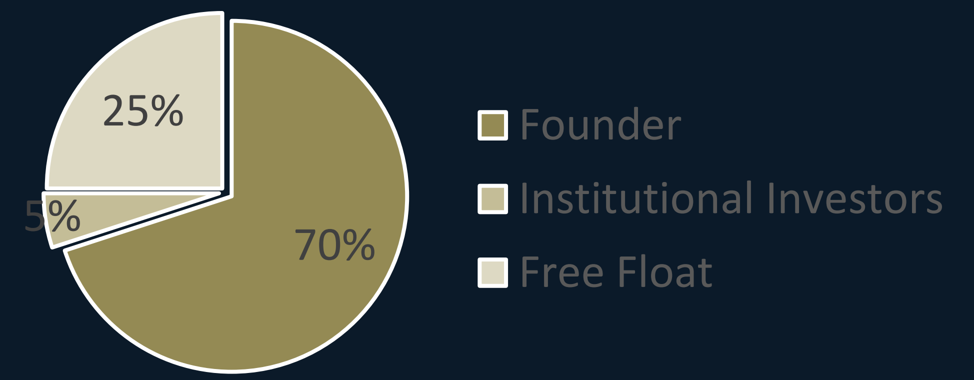


KEY FACTS

Founded:	1882
Employees:	1,421
Headquarter:	Duesseldorf, Germany
Sector:	eCommmerce, Software
Industries:	28

STOCK MARKET (TPG VS. DAX)

OWNERSHIP



Source(s): * According to analyst consensus 08/2025 / guidance TPG (with highest value of guidance in case of range-numbers)., 2022 TPG/fashionette combined, CashFlow 2023 pro-forma.

OUR VALUE CREATION

OUR UNIQUE SYSTEM TO CONNECT PARTNERS AND CUSTOMERS WORLDWIDE

1882
originated

+15,900
partners

37
platforms

>6.7m
customers

28
industries

KEY FEATURES

ASSET LIGHT | SOFTWARE ENABLED | PROCESS EXCELLENCE | PARTNER CENTRIC | STRATEGY DRIVEN

OUR VISION 2030

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 **37 platforms**, connecting over **15,700 merchants** and **6.7 million customers** across Europe, powered by its proprietary **TPG ONE software** platform.

2030

Vision 2030

TPG aims to connect **over 40,000 merchants** with operations across **>50 industries** and expand into **North America**, leveraging AI for margin expansion. **GMV > €4.5bn with €3.0bn revenue, double-digit margins.**

OUR VISION FOR 2030

€ 3.0 bn	Double-digit margins	<1.8 x
Revenue	EBITDA	Leverage
€ 4.5 bn	>40,000	>50
GMV	Partners	Industries covered

TO TURN OUR VISION INTO REALITY, WE HAVE TO CHANGE THINGS

OUR STRATEGIC PATH TO 2030

“Our Vision 2030 shows that we will build TPG into a large group. However, this will not happen by itself. We need to change our company and culture for this. In doing so, we will significantly expand the number of our industries and improve our margins. AI is a key driver for this development. Our measures and ideas behind the Vision 2030 will enable us to reach a whole new level, including double-digit margins.”

Dr. Dominik Benner
CEO

OUR VISION 2030

HOW WE WANT TO **GROW**

OUR VISION FOR 2030

1 **GROWTH:**
OUR **GROWTH** FACTORS

1a **SCALE:** Growth of Partners + Products + B2B share

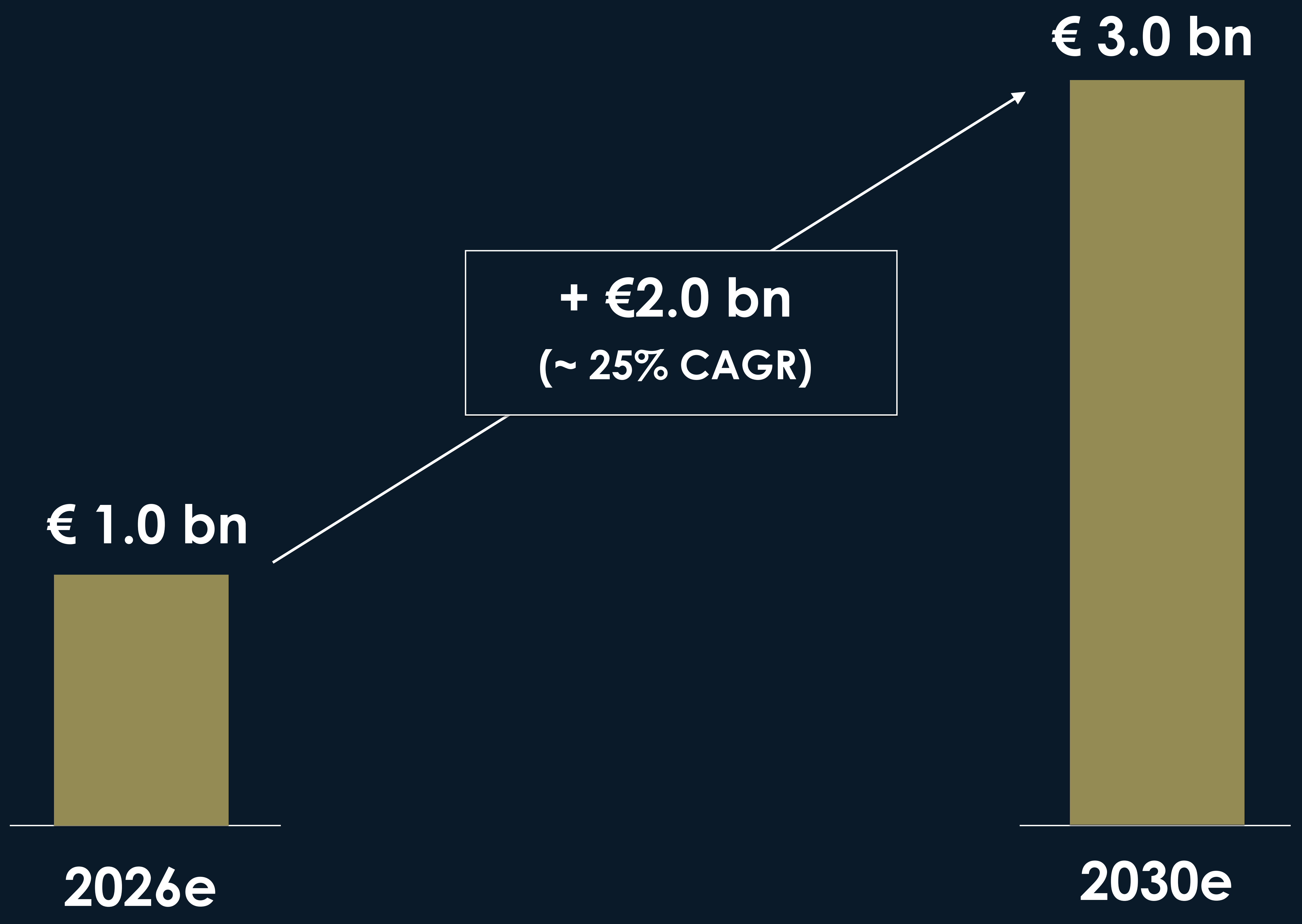
1b **SYNERGY:** Entry into new industries & US-Entry

1c **M&A** in existing segments

All growth numbers include organic and anorganic options.

OUR VISION FOR 2030

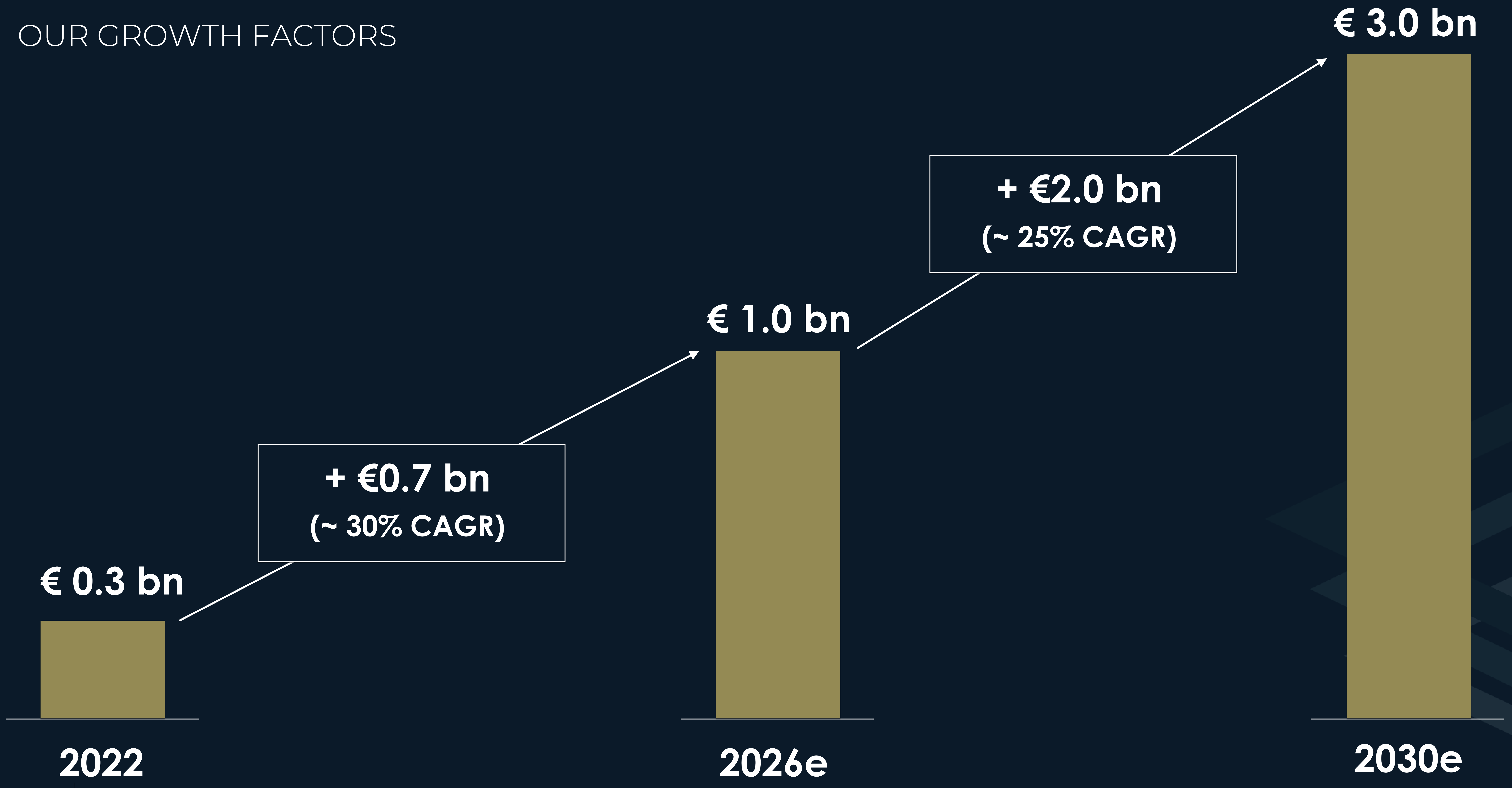
OUR GROWTH FACTORS



All growth numbers include organic and anorganic options.

OUR VISION FOR 2030

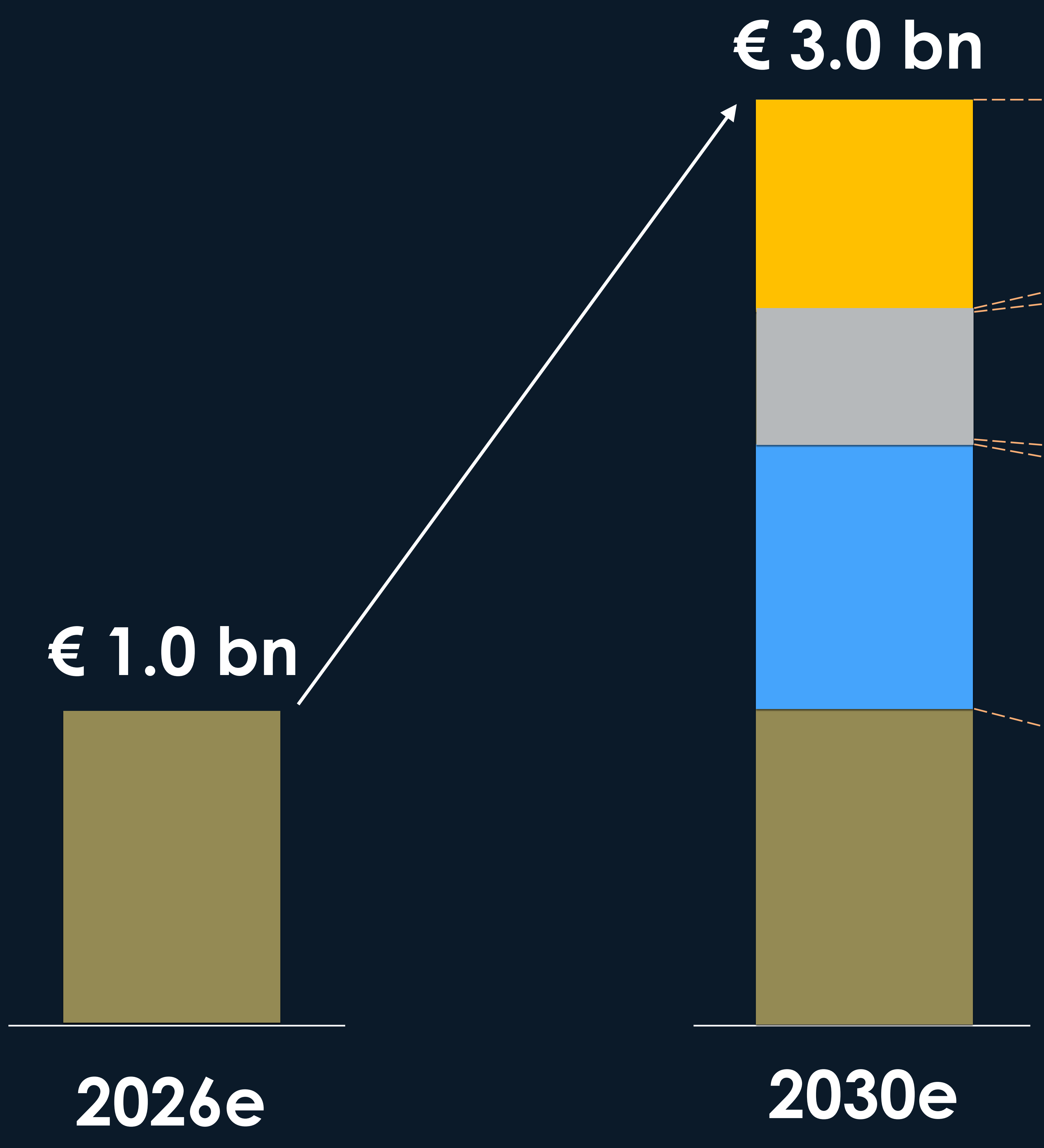
OUR GROWTH FACTORS



All growth numbers include organic and anorganic options. 2022 pro-forma figures. 2026e according to Guidance 2026.

OUR VISION FOR 2030

OUR GROWTH FACTORS



M&A in existing segments

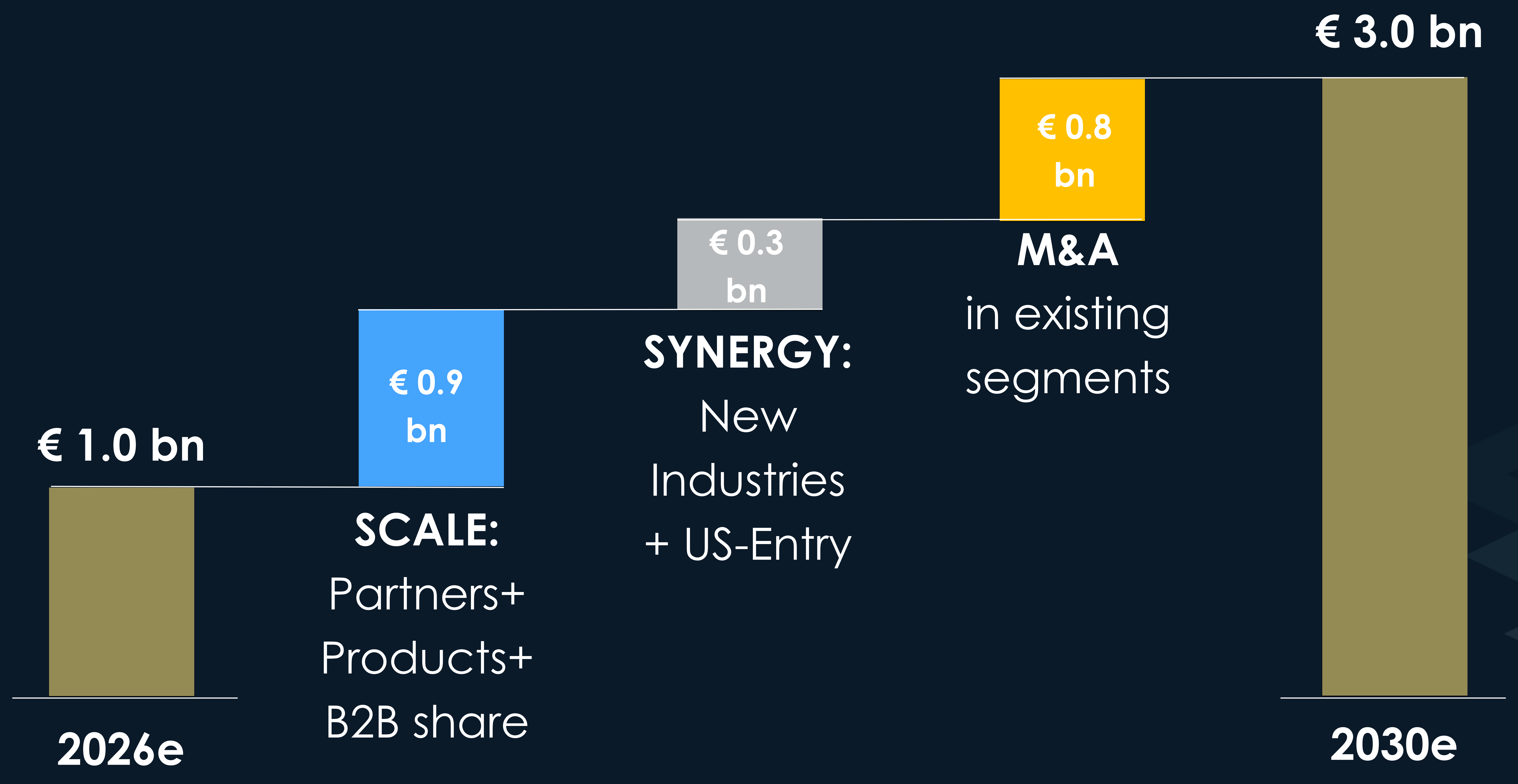
SYNERGY: Entry into new industries & US-Entry

SCALE: Organic Growth in existing segments with more (a) Partners + (b) Products and (c) B2B share

All growth numbers include organic and anorganic options.

OUR VISION FOR 2030

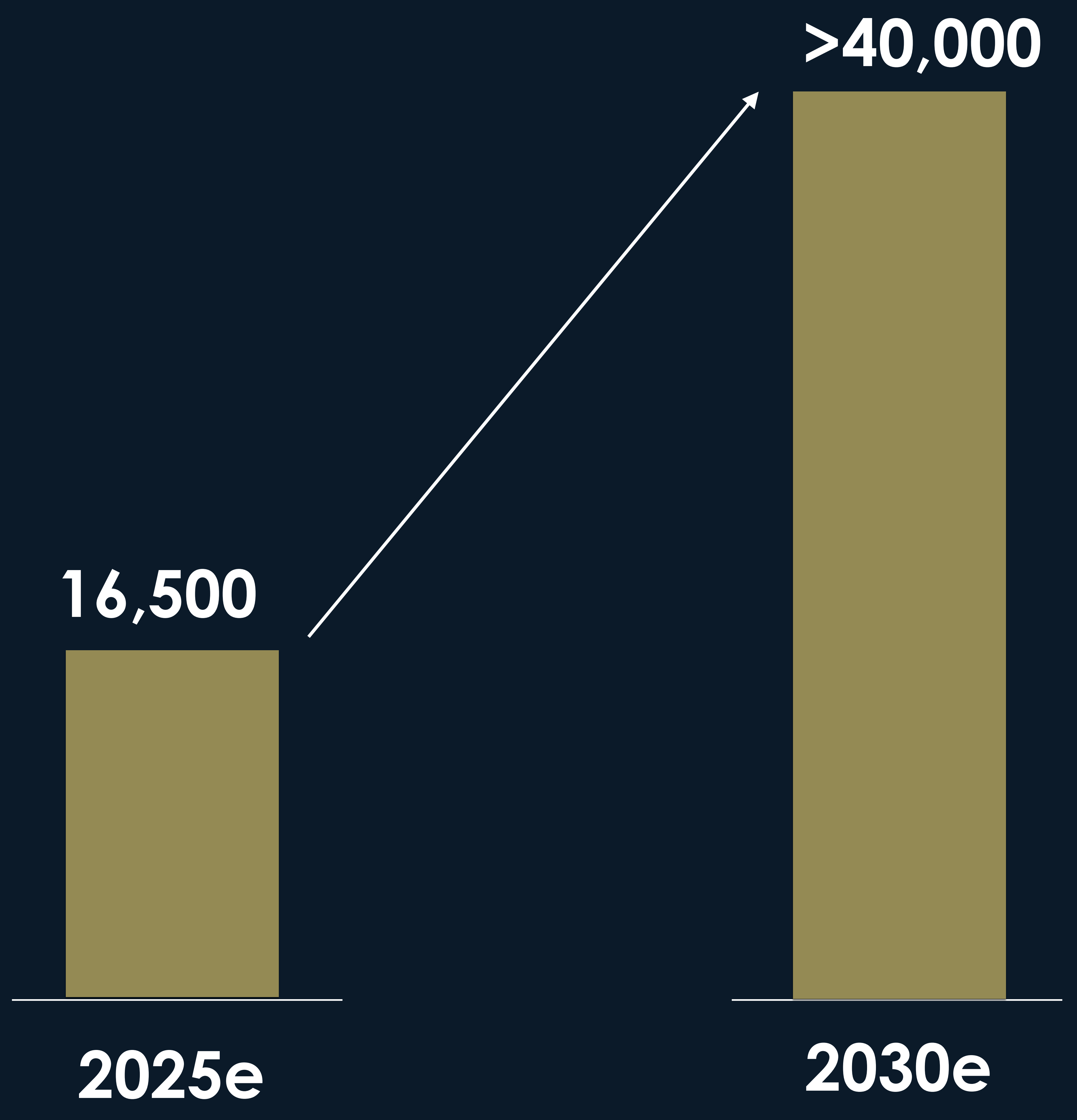
OUR GROWTH FACTORS (IN EUR)



All growth numbers include organic and anorganic options.

OUR VISION FOR 2030

SCALE: NUMBER OF PARTNERS AS A KEY DRIVER FOR ORGANIC GROWTH RATE



1a Growth of Partners + Products

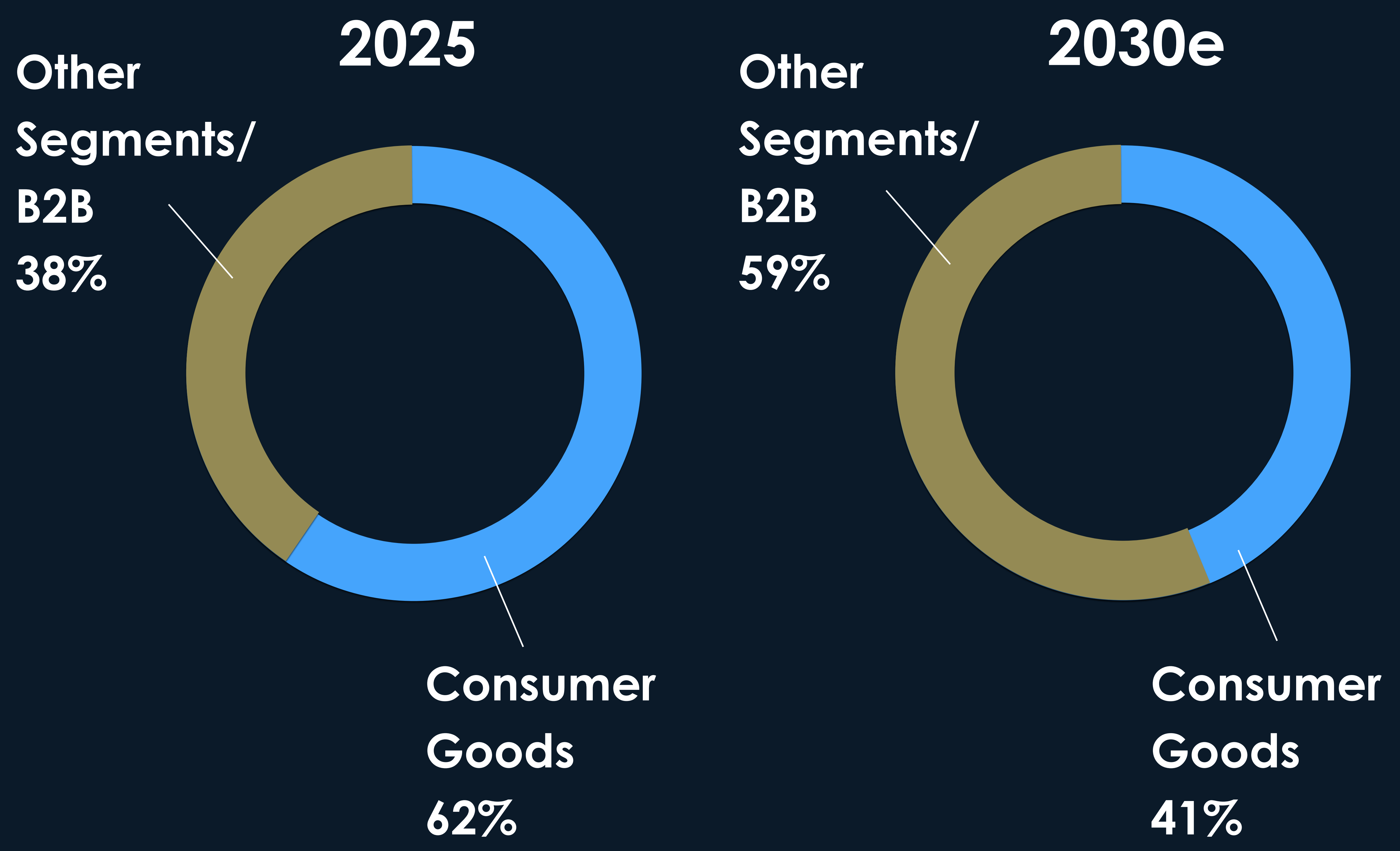
Organic Growth with new Partners (Goal: 40,000)

- In the last three years, we have tripled the number of partners, by end of 2025 we expect 16,500 partners.
- For 2030, we expect a significant growth up to to >40,000 partners which represents a CAGR of 19.3%.
- With >40,000 partners we are the most relevant network for partners in niche-online-industries in Europe
- We increase the average number of products per partner and totally by >220% until 2030.

All growth numbers include organic and anorganic options. 2026e figure according to Guidance 2026.

OUR VISION FOR 2030

SCALE: OUR B2B SHARE AS A CORNER STONE FOR SUSTAINABLE GROWTH



1a More B2B share

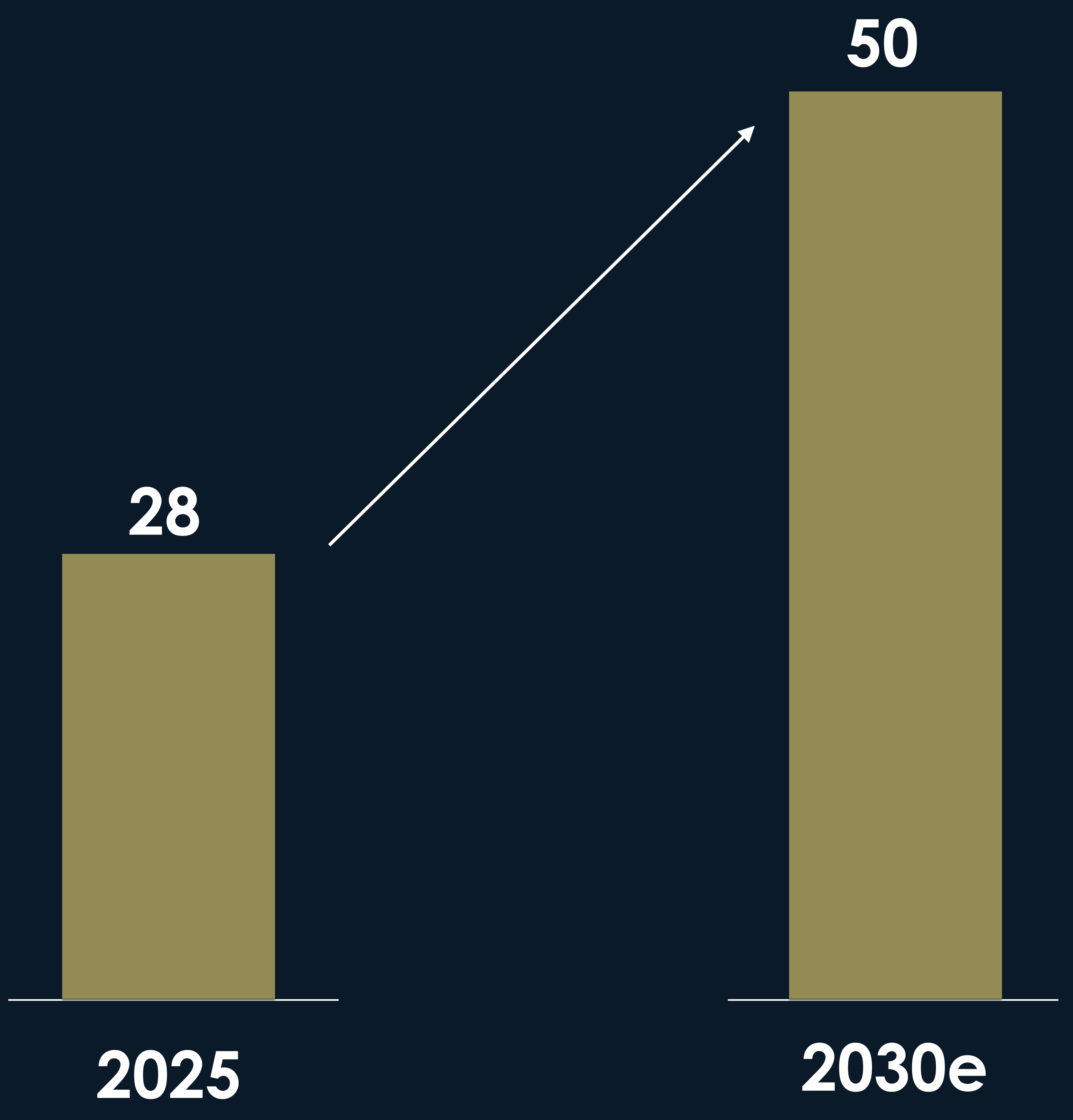
Strong B2B focus in the next years

- Our B2B activities are a central corner stone of our growth strategy for 2030.
- Our successful B2B-platforms (Gindumac, Bevmaq, OEGE, Fintus etc.) have a sustainable growth rate and register an increase in the margin development.
- For 2030, we expect a further increase of our B2B-activities & Non-Consumer-Goods-segment, with a total revenue contribution of >59% (current: 38%).

2025 H1 Figures for segments. 2025 figures according to 9M Report 2025.

OUR VISION FOR 2030

SYNERGY: MORE INDUSTRIES TO ACHIEVE MORE GROWTH



1b New Industries

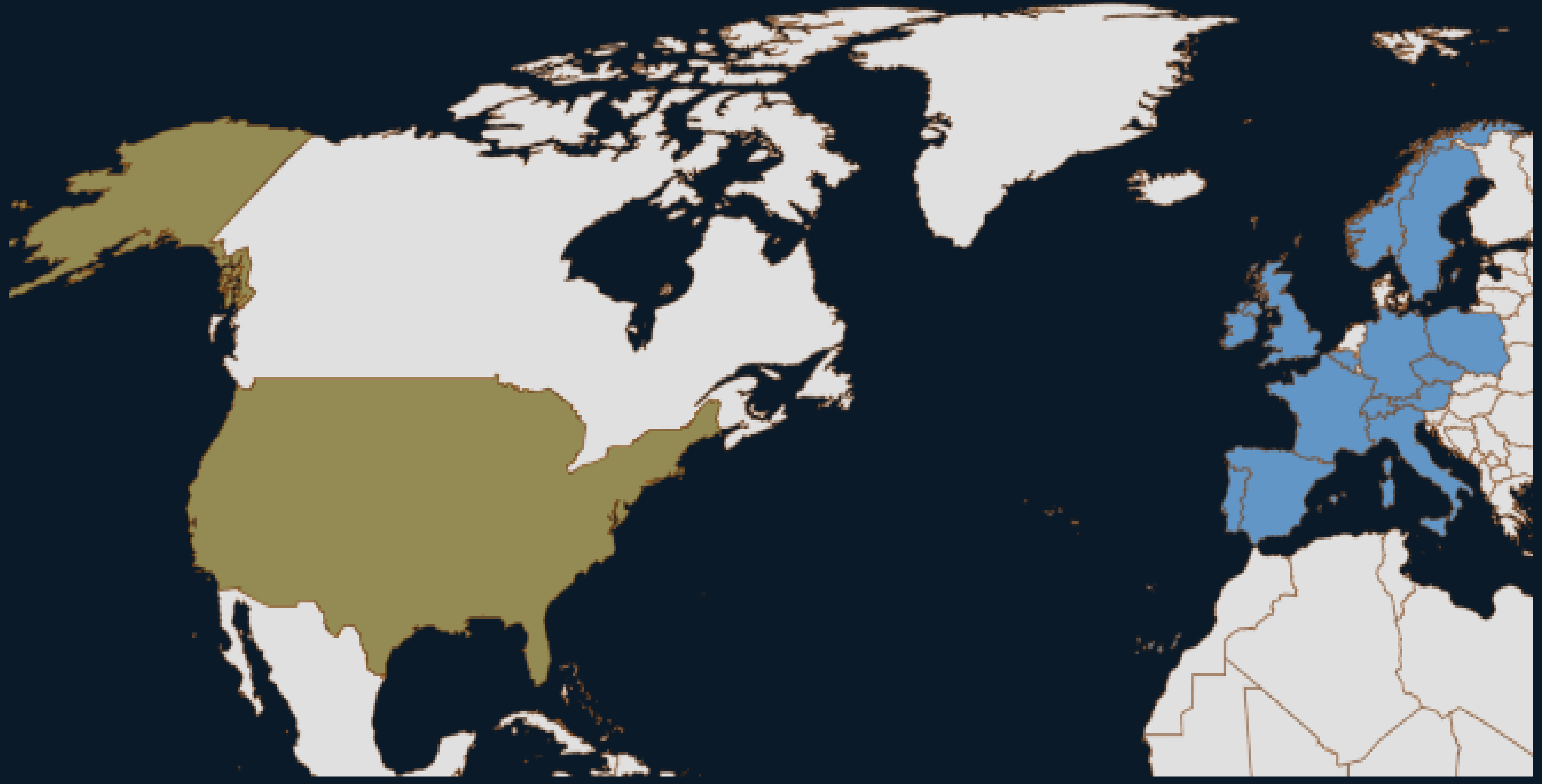
Growth with new Industries (Goal: 50 covered industries)

- From 2022 to 2025, we have increased the number of industries from 12 to 28.
- With our software, TPG One, we can easily enter new industries and reach a ramp-up period of 4-5 months.
- TPG One allows us to adapt the software and features to each industry in a very efficient way, so we reach a high scalability.
- For the year 2030, we expect a further increase of covered industries to 50.

All growth numbers include organic and anorganic options. 2025 figure per 10/2025.

OUR VISION FOR 2030

SYNERGY: OUR ENTRY IN THE US MARKET



1b Entry in US market

One of our core markets in 2030: United States of America

- In Europe, we have covered relevant markets/countries.
- We still have a great potential to grow in European countries, our market penetration allows a huge increase in partners, customers and revenue.
- For 2030, we will enter the US market as the most attractive and biggest one for eCommerce and retail in the world.
- To enter the US market, we will choose a low-risk strategy with multiple steps for our market entry.

OUR VISION FOR 2030

OUR M&A TRACK RECORD

35

Acquistions since 2020

>20%

Return on Capital Employed (ROCE)

3-11

Acquisitions per year (2020-2025)

+42%

Increased EBITDA-margin of targets

1c M&A in existing segments

M&A with strong track record and successful PMI

- Since 2020, we have a successful track record with buying eCommerce companies and platforms in niche segments.
- Within TPG's Post Merger Integration (PMI), we increase revenues, decrease costs and transform the business with our platform approach. The TPG ONE software is the backbone of this transformation.
- For 2030, we will continue our successful path of M&A and will keep acquiring 3-11 targets per year.

All growth numbers include organic and anorganic options. Figures according to Annual Reports 2020-2024 and 9M Report 2025, EBITDA-margins /-increase can vary on target/segment.

OUR VISION 2030

HOW WE INCREASE **MARGINS**

OUR VISION FOR 2030

2 **MARGIN:**
OUR **MARGIN** FACTORS

2a **EXPANSION:** Measures to increase margins

2b **FOCUS** on relevant subsidiaries / portfolio discipline

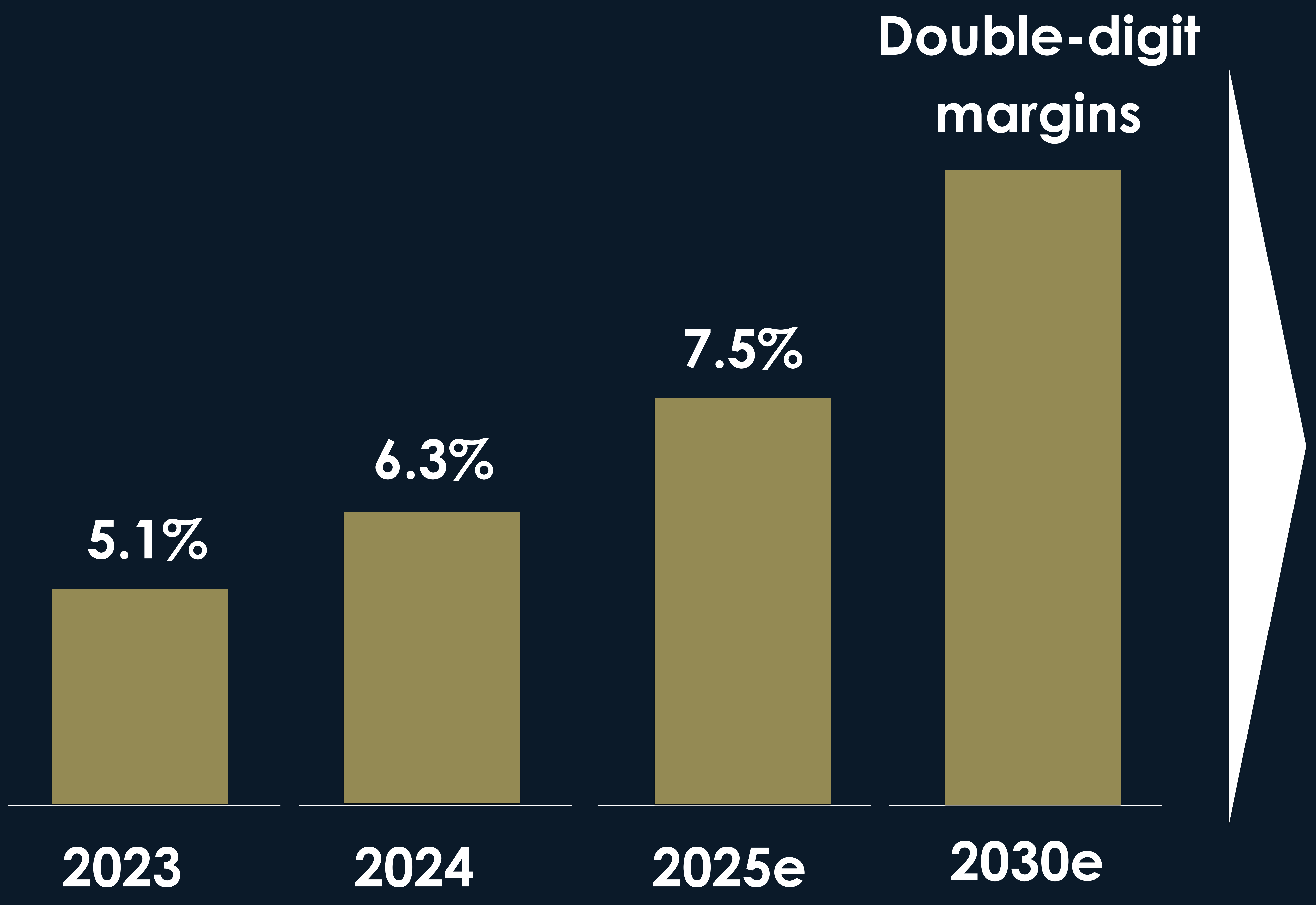
2c **AI first and cost reduction program**

2d **Convervative debt leverage and increase in cash flow**

All growth numbers include organic and anorganic options.

OUR VISION FOR 2030

OUR MARGIN DEVELOPMENT TO DOUBLE-DIGIT LEVEL



2a EXPANSION of Margin

With internal measures, we will increase margins

- The AOV is key for profitability. As a consequence, we will delist low-price articles and reduce their number each year.
- Furthermore, we will reduce discount pricing strategies in Q4 and focus more on long term customer value contribution.
- We will increase our take rates in >70% of our platforms within the next five years.
- We will increase the share of orders with shipment fees from currently 11% to >23% in 2030.

All growth numbers include organic and anorganic options. 2025 figures according to Guidance 2025.

OUR VISION FOR 2030

OUR PORTFOLIO STRATEGY – MORE FOCUS ON STRATEGIC SUBSIDIARIES

Consumer Goods

Industrial Goods

Optics & Hearing

Freight Goods

Service & Retail Goods

2b FOCUS on relevant subsidiaries

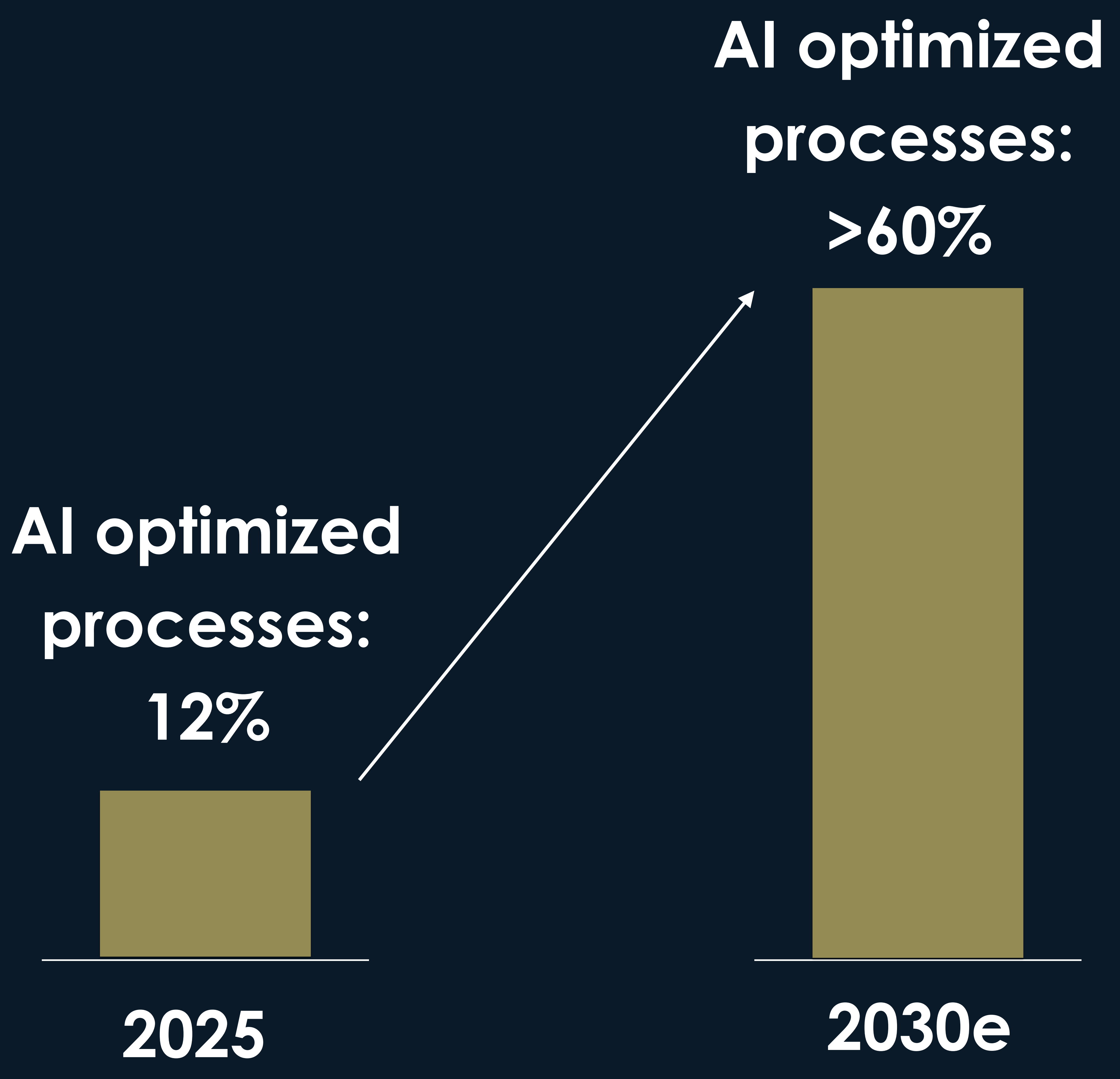
Portfolio discipline with focus on relevant subsidiaries

- Since 2020, we have acquired small and medium size companies in the eCommerce, software and platform sector.
- Until 2025, we acquired also companies with small revenue base, but high revenue potential.
- In our vision 2030, we will change this strategy, focus on strategic subsidiaries and divest small subsidiaries with low margin / revenue contribution to the group.
- In Q4 2025, we will sell three small subsidiaries (non-core assets) with a total revenue share of <0.2%.

All growth numbers include organic and anorganic options.

OUR VISION FOR 2030

OUR NEW “AI FIRST & COST REDUCTION PROGRAM”



2c “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.

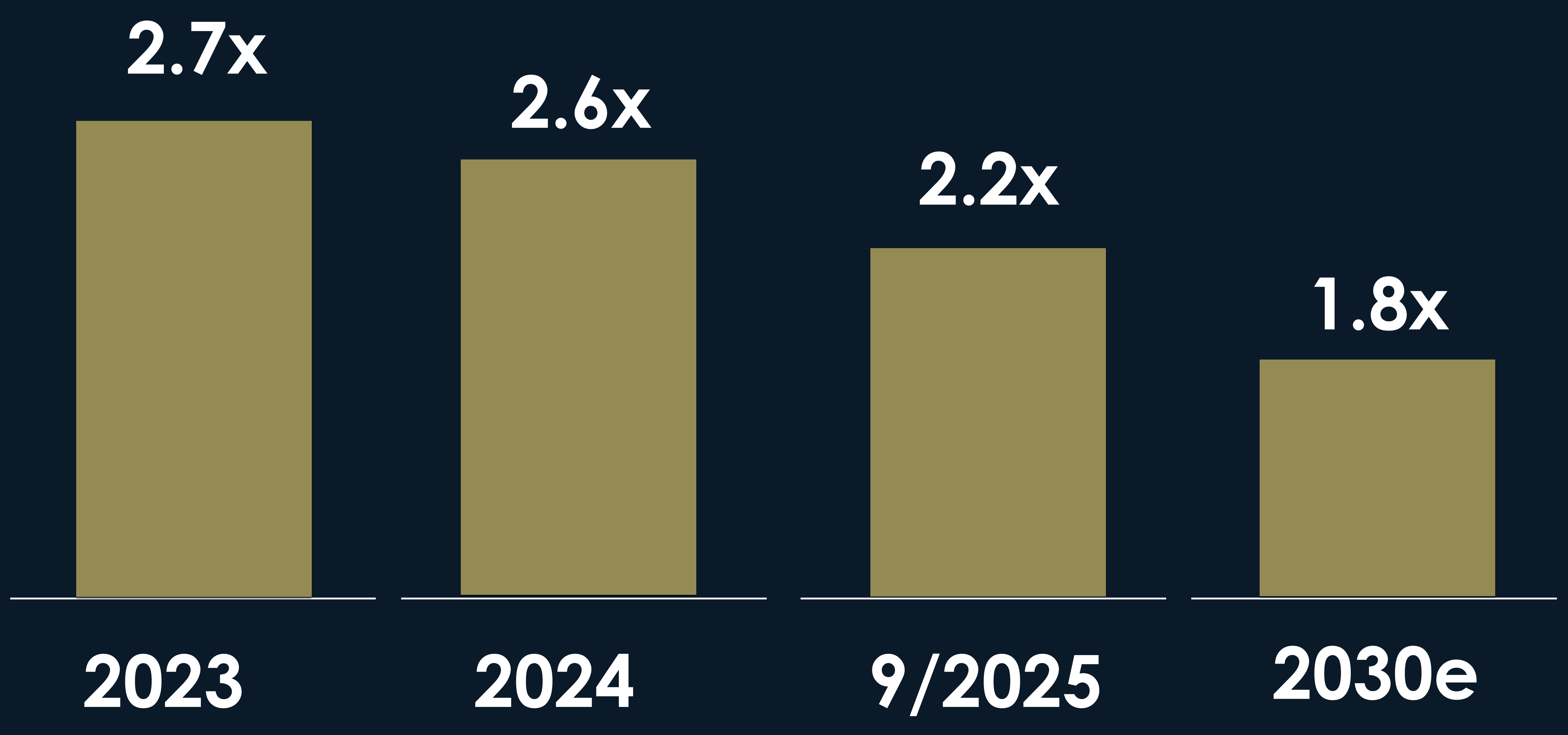
Most affected departments through AI

Software Development	Online Marketing	HR & Finance	Content Creation

All growth numbers include organic and anorganic options. 2025 figure according internal AI study 10/2025.

OUR VISION FOR 2030

OUR DEBT LEVERAGE OVER TIME



2d 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.

All growth numbers include organic and anorganic options. 2025 figures according to Guidance 2025, net debt definition according to definition in Annual Report 2024.

BACKUP

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 & Interim Manager

Dr. Olaf Hoppelshäuser

Member of the Board of Directors at MHK Group

C-Level 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
Chief Financial Officer (incl. M&A)

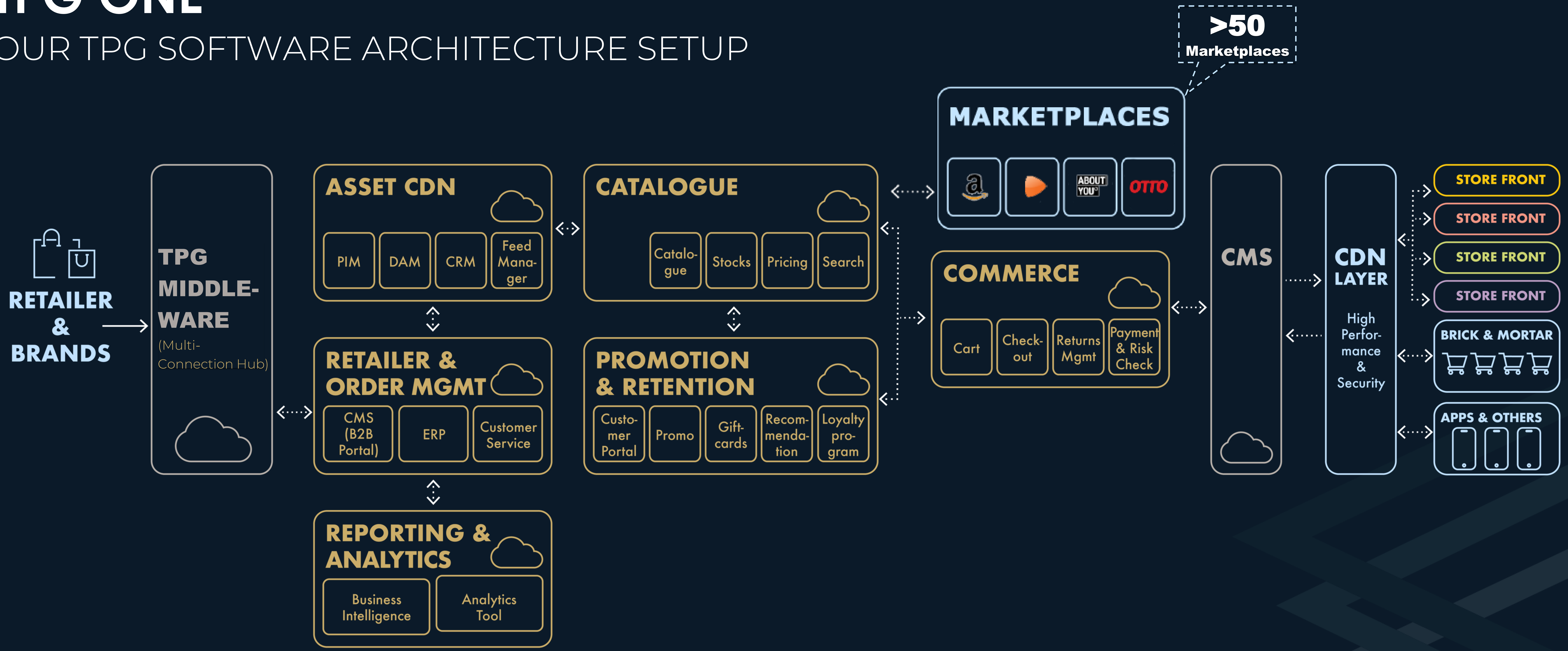
Sven Hülsenbeck
Chief Technology Officer

Christoph Wilhelmy
Chief Operative Officer

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

TPG ONE

OUR TPG SOFTWARE ARCHITECTURE SETUP



Developed since 2013, TPG ONE is TPG's proprietary software platform that connects merchants and manufacturers to more than 50 marketplaces across Europe. It enables plug & play onboarding, with automated product listing, payments, logistics and marketing – all through one interface. The platform is globally scalable, while today around 70% of revenues still come from the DACH region. This leaves significant untapped potential as TPG expands into new international markets. Over the past decade, TPG has invested double-digit millions into TPG ONE, making it the backbone and the driver of future growth.

TPG OPERATIONAL HOLDING

THE ENGINE BEHIND GROWTH

THE PLATFORM GROUP

OPERATIONAL TPG DEPARTMENTS

- Software & IT
- Marketing
- Marketplace
- Quality Management
- Design & Videography
- Business Intelligence
- Sales & Integration
- Events & Fairs

CENTRALIZED TPG DEPARTMENTS

- Human Resources
- Finance
- Legal
- Talent & Training
- AI Academy

28 INDUSTRIES COVERED WITH 5 SEGMENTS

WITH TPG ONE SOFTWARE OUR PARTNERS GET ACCESS TO GLOBAL ECOMMERCE

Consumer Goods

0815, Joli Closet, CHRONEXT, Dein Juwelier, avocadostore, WSNL, hood.de, oese, SCHUHE24, aplanta, Herbertz, fashionette, BRANDFIELD, Lyra Pet, OUTFITS24, TASCHEN24

Industrial Goods

GINDUMAC, BEVMAQ, LOTT Autoteile, DENTATEC Dein smartes Praxisportal, WEHRMANN, The Cube Club

Optics & Hearing

MY GLASSES, BRILLEN BOTT Sehen & Hören, KARRASCH & NOLTE Brillen. Mit Liebe gemacht., WOLF Optik, FREUDENHAUS, elsweiler

Freight Goods

MÖBELFIRST, bike-angebot.de, SOFA DREAMS, FAHRRAD-TEILE.SHOP, 99ROOMS, GEM-S, Profi-Technik Simon, JUNGHERZ, X MOBILITY, emco elektroroller

Service & Retail Goods

aponow, Doc.Green, We Connect Work, apothekia, firstwire, Value Property Platform, teech, KlickA, fintus

GUIDANCE 2025

€ 715-735 m

Revenue

€ 54-58 m

Adj. EBITDA

1.5-2.3x

Leverage

€ 1.3 bn

GMV

>16,500

Partners

MIDTERM GUIDANCE 2026

> € 1.0 bn

Revenue

€ 70-80 m

Adj. EBITDA

1.5-2.3x

Leverage

€ 1.7 bn

GMV

>18,000

Partners

OUR VISION FOR 2030

€ 3.0 bn

Revenue

Double-digit margins

EBITDA

<1.8 x

Leverage

€ 4.5 bn

GMV

>40,000

Partners

>50

Industries covered

INVESTOR RELATIONS

FINANCIAL CALENDAR & CONTACT

DATE	EVENT
NOV 24, 2025	GERMAN EQUITY FORUM 24 - 26 NOVEMBER , FRANKFURT/MAIN
NOV 13, 2025	MÜNCHNER KAPITALMARKT KONFERENZ (MKK) , MUNICH
NOV 6, 2025	PUBLICATION QUARTERLY STATEMENT (CALL-DATE Q3)

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