

Employment key figures for Deutsche Börse Group

Key data on Deutsche Börse Group's workforce as of 31 December 2025 (part 1)

| | Deutsche Börse AG | | | | Deutsche Börse Group | | | | | | | | | | | |
|--|-------------------|------|---|---|----------------------|------|---|---|----------------|-----|---|---|------------|-----|---|---|
| | All Locations | | | | Germany | | | | Czech Republic | | | | Luxembourg | | | |
| | M | F | O | U | M | F | O | U | M | F | O | U | M | F | O | U |
| Employees (Headcount)¹ | 1993 | 1118 | 1 | 1 | 2553 | 1665 | - | 1 | 1036 | 654 | 1 | 1 | 789 | 506 | - | - |
| 71 years and older | - | - | - | - | - | - | - | - | - | 1 | - | - | - | - | - | - |
| 51–70 years | 479 | 181 | - | - | 686 | 330 | - | 1 | 75 | 27 | - | - | 281 | 131 | - | - |
| 30–50 years | 1287 | 753 | - | 1 | 1589 | 1100 | - | - | 778 | 446 | - | 1 | 428 | 314 | - | - |
| Under 30 years | 227 | 184 | 1 | - | 279 | 235 | - | - | 183 | 180 | 1 | - | 79 | 61 | - | - |
| Average age ² | 42 | 39 | - | - | 43 | 40 | - | - | 38 | 36 | - | - | 45 | 42 | - | - |
| Employee classification | | | | | | | | | | | | | | | | |
| Full-time employees | 1934 | 914 | 1 | 1 | 2432 | 1230 | - | 1 | 1022 | 573 | 1 | 1 | 750 | 368 | - | - |
| Part-time employees | 59 | 204 | - | - | 121 | 435 | - | - | 14 | 81 | - | - | 39 | 138 | - | - |
| Length of service | | | | | | | | | | | | | | | | |
| Under 5 years | 843 | 538 | 1 | 1 | 1022 | 717 | - | - | 560 | 426 | 1 | 1 | 270 | 209 | - | - |
| 5–15 years | 771 | 391 | - | - | 928 | 597 | - | - | 408 | 192 | - | - | 240 | 127 | - | - |
| Over 15 years | 379 | 189 | - | - | 603 | 351 | - | 1 | 68 | 36 | - | - | 279 | 170 | - | - |
| Staff turnover | | | | | | | | | | | | | | | | |
| Joiners | 214 | 138 | - | - | 226 | 151 | - | 4 | 169 | 111 | - | - | 48 | 39 | - | - |
| Leavers | 105 | 56 | - | - | 133 | 102 | - | 2 | 59 | 45 | - | - | 61 | 32 | - | - |
| ... Voluntary Leavers | 58 | 34 | - | - | 73 | 59 | - | 1 | 34 | 26 | - | - | 32 | 17 | - | - |

1) Headcounts are based on gender self-identification (i.e., male, female, other, undisclosed) of employees. Due to rounding, headcounts per gender do not always add up to the total.

2) Average age for gender categories O and U is not displayed due to data privacy reasons.

Key data on Deutsche Börse Group's workforce as of 31 December 2025 (part 2)

Deutsche Börse Group

| | United Kingdom | | | | Ireland | | | | USA | | | | Other Locations | | | | Total (part 1 and 2) |
|------------------------------------|--|------------|------------|----------|----------|------------|------------|----------|----------|------------|------------|----------|-----------------|-------------|-------------|----------|----------------------------|
| | M | F | O | U | M | F | O | U | M | F | O | U | M | F | O | U | |
| | Employees (Headcount)³ | 493 | 226 | - | 1 | 319 | 310 | - | - | 820 | 402 | - | 3 | 3807 | 2872 | 2 | |
| 71 years and older | 1 | - | - | - | - | - | - | - | 2 | 2 | - | - | 2 | 3 | - | - | 11 |
| 51–70 years | 133 | 32 | - | - | 30 | 19 | - | - | 208 | 103 | - | 3 | 371 | 177 | - | - | 2607 |
| 30–50 years | 308 | 153 | - | 1 | 177 | 219 | - | - | 474 | 211 | - | - | 2305 | 1552 | - | 9 | 10065 |
| Under 30 years | 51 | 41 | - | - | 112 | 72 | - | - | 136 | 86 | - | - | 1129 | 1140 | 2 | 5 | 3792 |
| Average age | 43 | 39 | - | - | 36 | 38 | - | - | 42 | 41 | - | - | 36 | 34 | - | - | 39 |
| Employee classification | | | | | | | | | | | | | | | | | |
| Full-time employees | 485 | 216 | - | 1 | 317 | 274 | - | - | 817 | 397 | - | 3 | 3761 | 2768 | 2 | 14 | 15433 |
| Part-time employees | 8 | 10 | - | - | 2 | 36 | - | - | 3 | 5 | - | - | 46 | 104 | - | - | 1042 |
| Length of service | | | | | | | | | | | | | | | | | |
| Under 5 years | 245 | 127 | - | 1 | 185 | 120 | - | - | 419 | 227 | - | 2 | 2644 | 2105 | 2 | 8 | 9292 |
| 5–15 years | 198 | 80 | - | - | 84 | 97 | - | - | 311 | 114 | - | - | 867 | 579 | - | 5 | 4827 |
| Over 15 years | 50 | 19 | - | - | 50 | 93 | - | - | 90 | 61 | - | 1 | 296 | 188 | - | 1 | 2356 |
| Staff turnover | | | | | | | | | | | | | | | | | |
| Joiners | 53 | 30 | - | 1 | 54 | 39 | - | - | 86 | 49 | - | - | 718 | 611 | 1 | 11 | 2401 |
| Leavers | 65 | 26 | - | - | 34 | 29 | - | - | 124 | 84 | - | 1 | 428 | 325 | - | 1 | 1551 |
| ... Voluntary Leavers | 44 | 19 | - | - | 31 | 27 | - | - | 73 | 60 | - | - | 333 | 274 | - | - | 1103 |

3) Headcounts are based on gender self-identification (i.e., male, female, other, undisclosed) of employees. Due to rounding, headcounts per gender do not always add up to the total.

Training hours in 2025

| | M | F | O | U | Training Hours | Training Days |
|--------------------------|----------------|----------------|-----------|------------|----------------|---------------|
| Total⁴ | 217,888 | 156,680 | 28 | 319 | 374,916 | 48,066 |
| Average per HC | 23 | 24 | 8 | 14 | 23 | 3 |
| Average per FTE | 23 | 26 | 8 | 15 | 24 | 3 |

4) Headcounts are based on gender self-identification (i.e., male, female, other, undisclosed) of employees.

Additional HR KPIs

| | Measurement | 2025 |
|---|-------------|------|
| Absentee rate | % | 2.8 |
| Disability rate (Germany) | % | 1.9 |
| Internal Movers | % | 24 |
| Voluntary Employee Turnover Rate | % | 6.9 |
| Trainings costs per FTE | € / FTE | 443 |
| Employees covered by bargaining agreements | % | 16.1 |

Joiners and leavers by gender in 2025

| | Joiners | | | | | Leavers | | | | |
|-----------------------------|-------------|-------------|----------|-----------|-------------|------------|------------|----------|----------|-------------|
| | M | F | O | U | Total | M | F | O | U | Total |
| Deutsche Börse AG | | | | | | | | | | |
| All locations | 193 | 129 | - | - | 322 | 106 | 56 | - | - | 162 |
| Deutsche Börse Group | | | | | | | | | | |
| Germany | 226 | 151 | - | 4 | 381 | 134 | 102 | - | 2 | 238 |
| Czech Republic | 169 | 111 | - | - | 280 | 60 | 45 | - | - | 105 |
| Luxembourg | 48 | 39 | - | - | 87 | 61 | 32 | - | - | 93 |
| UK | 53 | 30 | - | 1 | 84 | 65 | 26 | - | - | 91 |
| Ireland | 54 | 39 | - | - | 93 | 34 | 29 | - | - | 63 |
| USA | 86 | 49 | - | - | 135 | 124 | 84 | - | 1 | 209 |
| Other locations | 718 | 611 | 1 | 11 | 1341 | 428 | 325 | - | 1 | 754 |
| Total⁵ | 1354 | 1030 | 1 | 16 | 2401 | 906 | 643 | - | 4 | 1553 |

5) Headcounts are based on gender self-identification (i.e., male, female, other, undisclosed) of employees.

Joiners and leavers by age in 2025

| | Joiners | | | | Leavers | | | |
|-----------------------------|----------------|-------------|-------------|--------------------|----------------|-------------|-------------|--------------------|
| | Under 30 years | 30–50 years | 51–70 years | 71 years and older | Under 30 years | 30–50 years | 51–70 years | 71 years and older |
| Deutsche Börse AG | | | | | | | | |
| All locations | 128 | 186 | 8 | - | 38 | 92 | 32 | - |
| Deutsche Börse Group | | | | | | | | |
| Germany | 174 | 199 | 8 | - | 41 | 149 | 46 | 2 |
| Czech Republic | 119 | 151 | 10 | - | 36 | 67 | 2 | - |
| Luxembourg | 45 | 40 | 2 | - | 21 | 44 | 28 | - |
| UK | 28 | 37 | 19 | - | 27 | 43 | 21 | - |
| Ireland | 63 | 30 | - | - | 40 | 22 | 1 | - |
| USA | 51 | 61 | 23 | - | 57 | 103 | 48 | 1 |
| Other locations | 714 | 592 | 33 | 2 | 342 | 351 | 58 | 3 |
| Total | 1194 | 1110 | 95 | 2 | 564 | 779 | 204 | 6 |

Key figures on parental leave in 2025

| | Entered parental leave in 2025 | | Returned from parental leave in 2025 | | Multiple-year return ratio ⁶ | |
|-----------------------------|--------------------------------|--------|--------------------------------------|--------|---|--------|
| | Male | Female | Male | Female | Male | Female |
| Deutsche Börse AG | 13 | 46 | 13 | 54 | 100% | 96% |
| Deutsche Börse Group | 112 | 156 | 113 | 160 | 97% | 96% |

6) Employees whose parental leave ended in 2025 and who have remained within the company.

Gender distribution

| Position | Women's share |
|---|---------------|
| Women in all management positions | 30% |
| Women in junior management positions | 33% |
| Women in top management positions | 24% |
| Women in management positions in revenue generating functions | 32% |
| Women in STEM-related positions | 24% |

Deutsche Börse AG

| Position | Women's share |
|--|---------------|
| Women in the first management level below the Executive Board | 22% |
| Women in the second management level below the Executive Board | 27% |

Deutsche Börse AG committees

| Position | Absolute number | Women's share |
|--|-----------------|---------------|
| Executive Board members | 7 | 29% |
| Supervisory Board members | 16 | 44% |
| Employee representatives on the Supervisory Board | 8 | 38% |
| Members in the Nomination Committee of the Supervisory Board | 6 | 67% |
| Members in the Audit Committee of the Supervisory Board | 6 | 50% |