

BECHTLE AG

CIC Forum Paris.

Welcome.

Paris, 10 December 2025

Agenda.

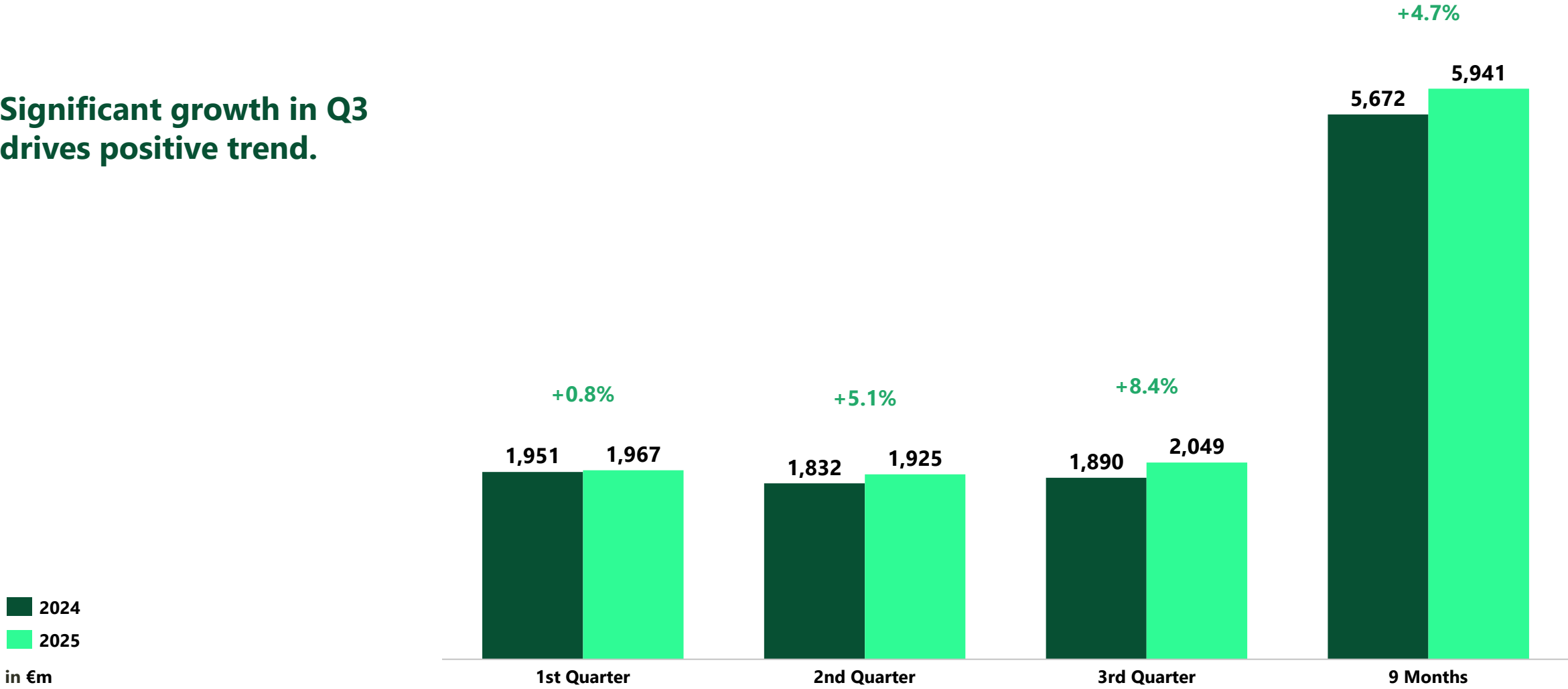
- 1. Business development.**
- 2. Latest news.**
- 3. Outlook.**

Business development.

1

Business volume.

Significant growth in Q3
drives positive trend.



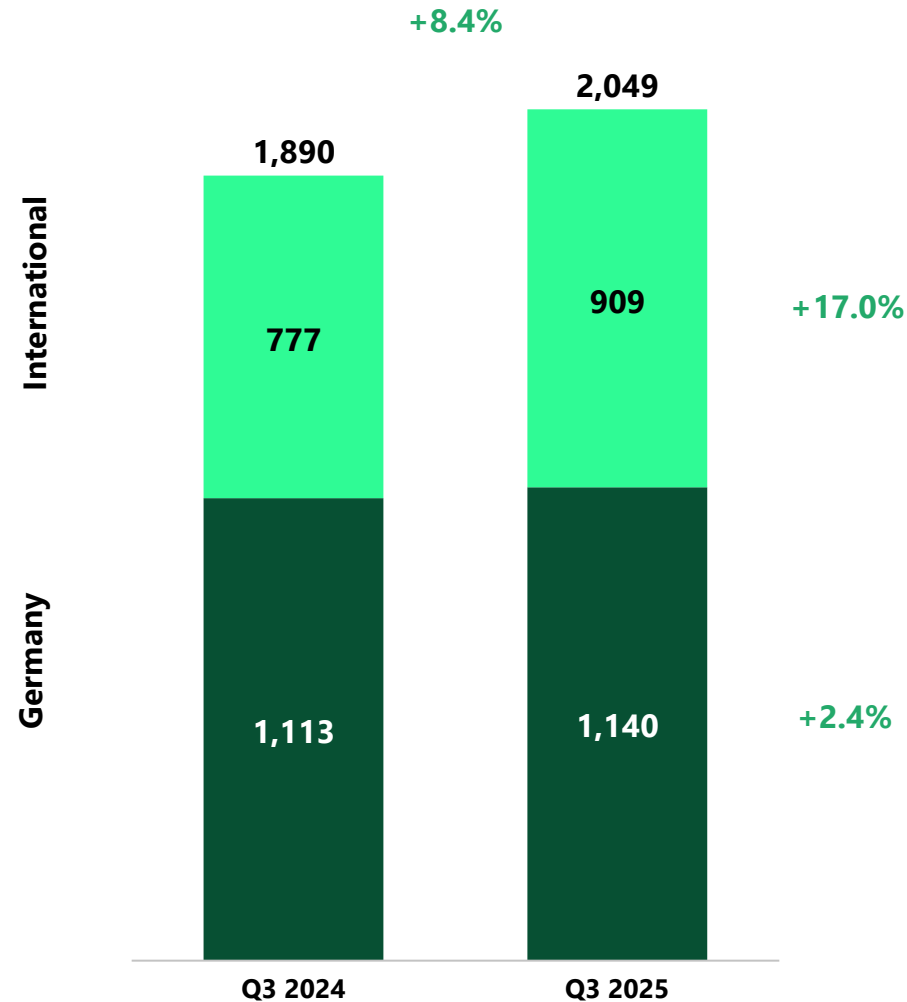
■ 2024
■ 2025
in €m

Business volume.

**Organic growth
at +6.2%.**

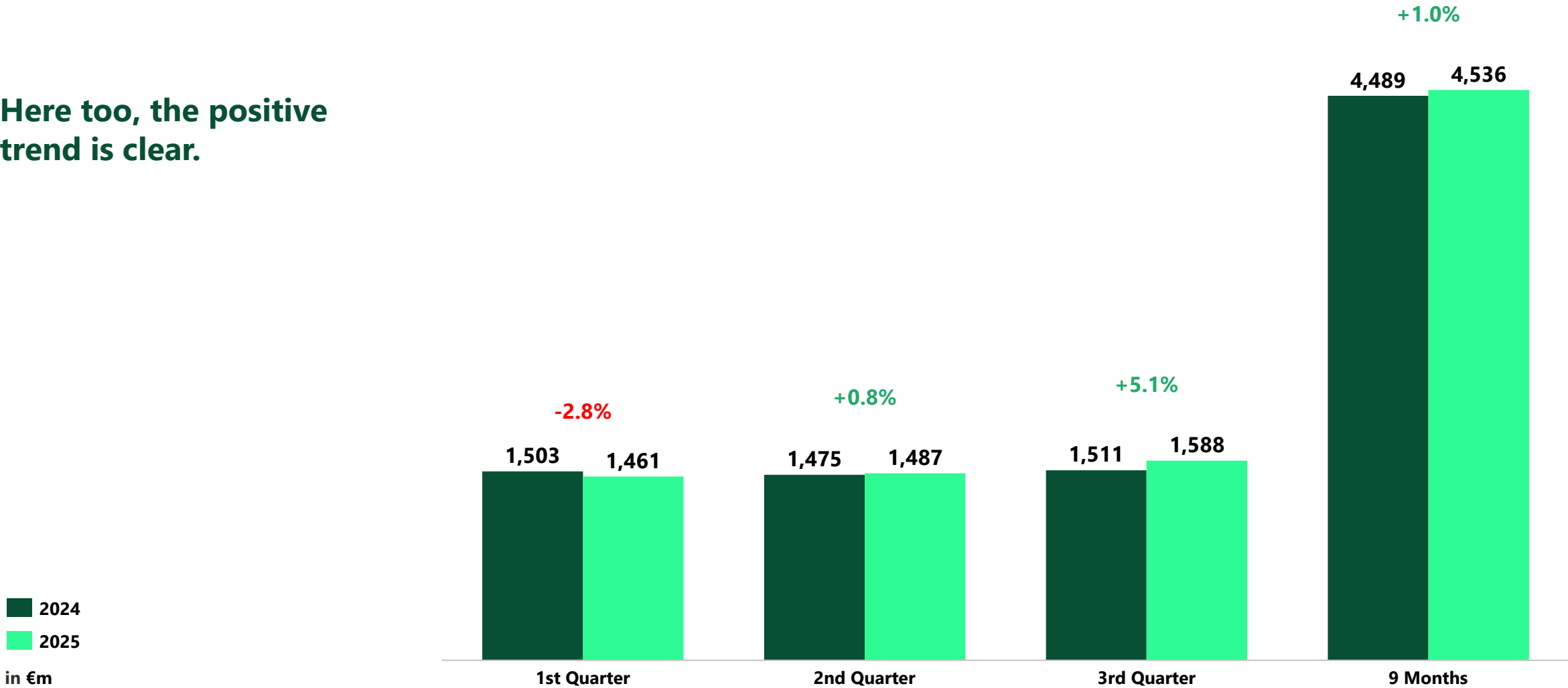
**Momentum in
international business
has increased significantly.**

in €m



Revenue.

Here too, the positive trend is clear.

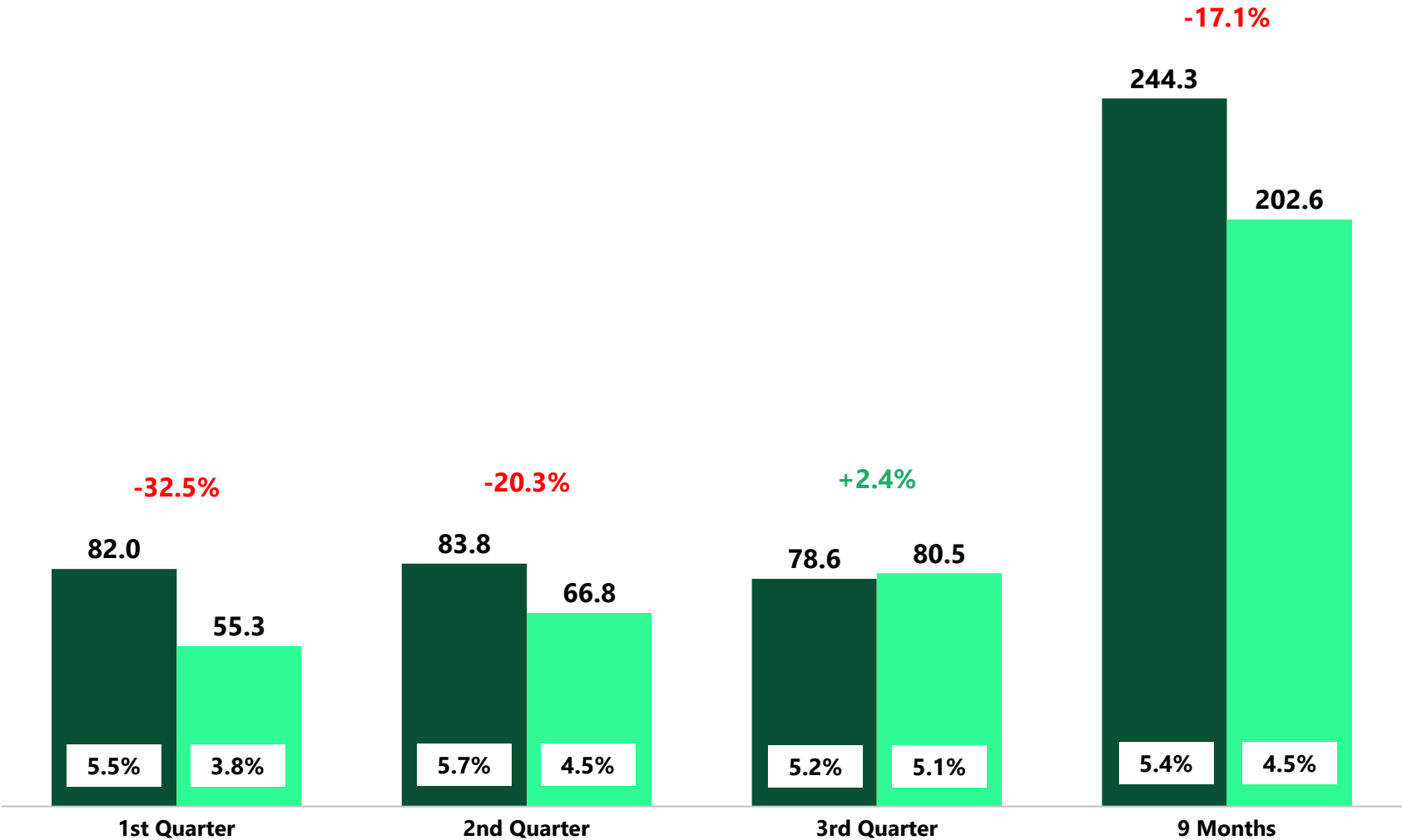


■ 2024
■ 2025
in €m

EBT.

Robust September pushed Q3 slightly ahead of previous year.

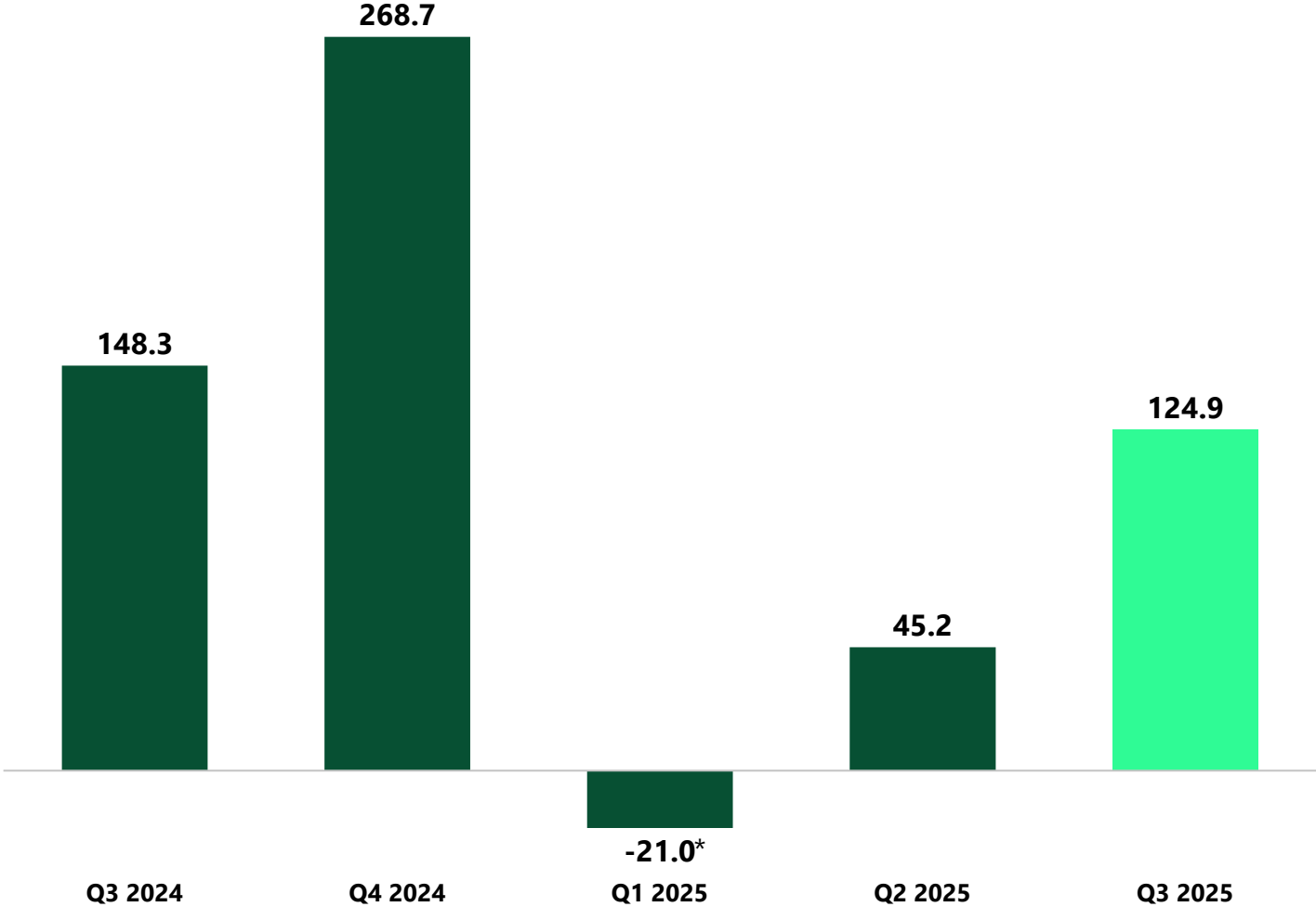
 2024
 2025
 Margin
in €m



Operating cash flow.

Positive, seasonally typical development over the year.

Decline compared to last year's high in line with expectations.

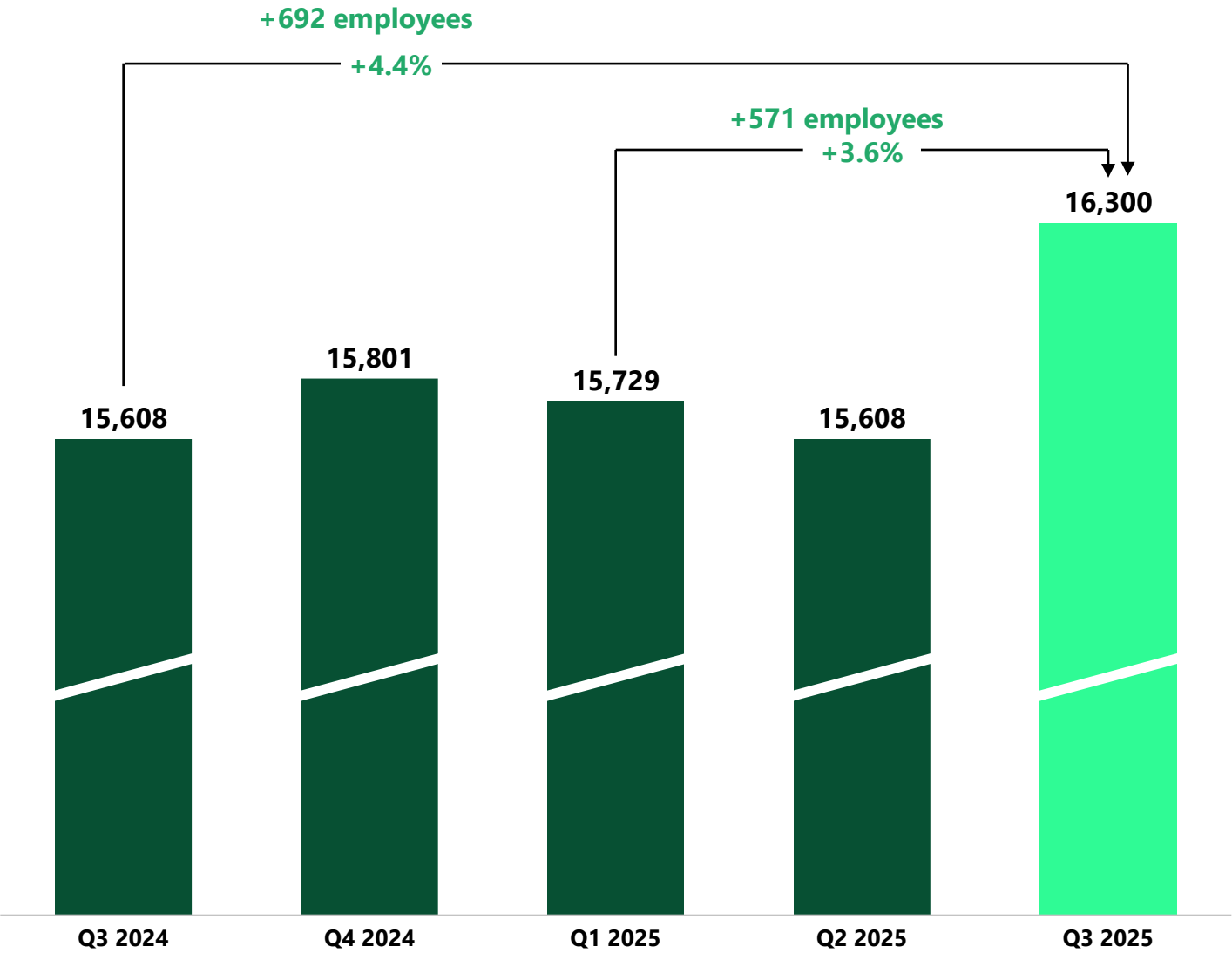


in €m
*Adjusted

Employees.

Headcount growth driven solely by acquisitions.

Slight organic decrease in workforce of 1.6%.



Latest news.

2



The Supervisory Board of Bechtle AG has resolved to proactively extend **Konstantin Ebert's** term on the Executive Board through to 31 December 2028, and to **designate him as the successor** to current **CEO Dr Thomas Olemotz**. The formal resolution will be adopted on 4 February 2026. Dr Olemotz's contract runs until 31 December 2026, and he is set to remain in his role throughout the coming year.

Konstantin Ebert joined Bechtle in 2021 and became a member of the Executive Board in January 2024. As COO, he oversees multichannel operations across 12 European markets. The 54-year-old has extensive international experience in consulting, with technology providers, and in IT systems integration.

Acquisitions



In **Nuovamacut Automazione S.p.A.**, Bechtle has acquired the leading Dassault Systèmes SOLIDWORKS partner in the Mediterranean region. Founded in 1955, the company is **headquartered in the Italian city of Bologna**, employs 149 people and generated business volume of €63 million in the 2024 financial year.



Bechtle also acquired the **Dutch IT service provider ITAM Solutions BV**, headquartered in Eindhoven. Founded in 2007, the company specialises in IT asset management solutions. ITAM Solutions employs 38 people and generated business volume of €4.4 million in the past financial year.

Digital sovereignty

Bechtle has developed a software-based methodology to quantify digital sovereignty. The **Bechtle Index of Sovereignty** will provide businesses and public-sector organisations with a clear framework for assessing their digital sovereignty and identifying concrete steps to strengthen it.

Together with a complementary assessment, Bechtle is creating a comprehensive approach that supports the development of IT architectures that are sovereign, resilient and future-proof. The Bechtle Index of Sovereignty is set to launch in the first quarter of 2026.





DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Sustainability

Bechtle has received **official confirmation** from the **Science Based Targets initiative (SBTi)** that its net-zero targets meet the organisation's criteria. Following the validation of its **near and mid-term climate goals until 2030 earlier this year**, Bechtle's long-term **net-zero targets for 2050** have now also been assessed and approved in line with scientifically recognised standards.

With its net-zero targets, Bechtle has committed to reducing absolute greenhouse gas emissions across Scope 1 and 2 by 90% by 2050. For Scope 3.1 and 3.11, the company aims to cut emissions by 97% per €1,000 of value creation. Bechtle will neutralise any remaining emissions through credible carbon removal measures.

Outlook.

3

2025 forecast.



Context.

The economic climate remains challenging.

HOWEVER:

- The need to invest in IT remains high amid the **digital transformation** and various technological developments.
- The **public sector** has seen growth this year, with stronger **gains** anticipated in Q4.
- Our **international presence** helps, as not all countries are equally affected by the challenging conditions.
- The continuation of our European M&A strategy will **boost growth through acquisitions**—but we must continue to invest in Bechtle’s future viability.



Objectives.

- **Uncertainties** around economic developments remain high.
- Bechtle’s economic development is very closely tied to the overall health of the economy and especially our customers’ **willingness to invest**.
- Our customers are already showing a slight increase in **investment activity**. We expect a more pronounced positive impact in Q4, supported by Q3’s trajectory (driven by a strong September) and October’s orders and business volume.
- We therefore confirm our **forecast**.

Business volume:	0% to +5%
Revenue:	-3% to +3%
EBT:	-5% to +5%

Any *questions?*