

Bechtle AG

Capital Markets Day.

Welcome.

Frankfurt

17 September 2026

Agenda.

10:00	Welcome and Introduction	Dr Thomas Olemotz , <i>CEO</i>
10:10	Bechtle Vision in Numbers	Christian Jehle , <i>CFO</i>
10:40	International Expansion	Konstantin Ebert , <i>COO and designated CEO</i> James Napp , <i>Regional Director UK & Ireland</i>
11:10	Focus on AI	Dirk Müller-Niessner , <i>CTO</i>
11:30	Q&A	ALL
~12:30	Get-together and Lunch	
14:00	End of Event	

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Capital Markets Day.

Bechtle Vision in Numbers.

Christian Jehle, CFO

17 September 2026

Putting mid-term targets into context.

	2015 to 2025	Outlook 2026	Ambition 2030
Business Volume		> € 9.5bn	> € 10.0bn
Growth	CGAR 12%	> 10% y-o-y	
EBT		€ 340m to € 357m	> € 500m
EBT growth	CGAR 10%	5% to 10% y-o-y	
EBT in % of BV		3.6% ¹⁾	5%

1) Current EBT margin consensus FY 2026

IT Market trends and our Right to Win.

Trends 2030+



Artificial intelligence everywhere



Digital transformation and infrastructure renewal still ongoing



Cybersecurity, sovereignty & hybrid cloud remain top priorities



Skills shortage in specific areas

Positioning

Expertise at scale

- Specialised capabilities bundled across the Group
- European expansion and international coverage with partners
- Trusted transformation

Customer access

- Local proximity through ~120 locations in 14 countries
- Multi-channel strategy

Vendor ecosystem

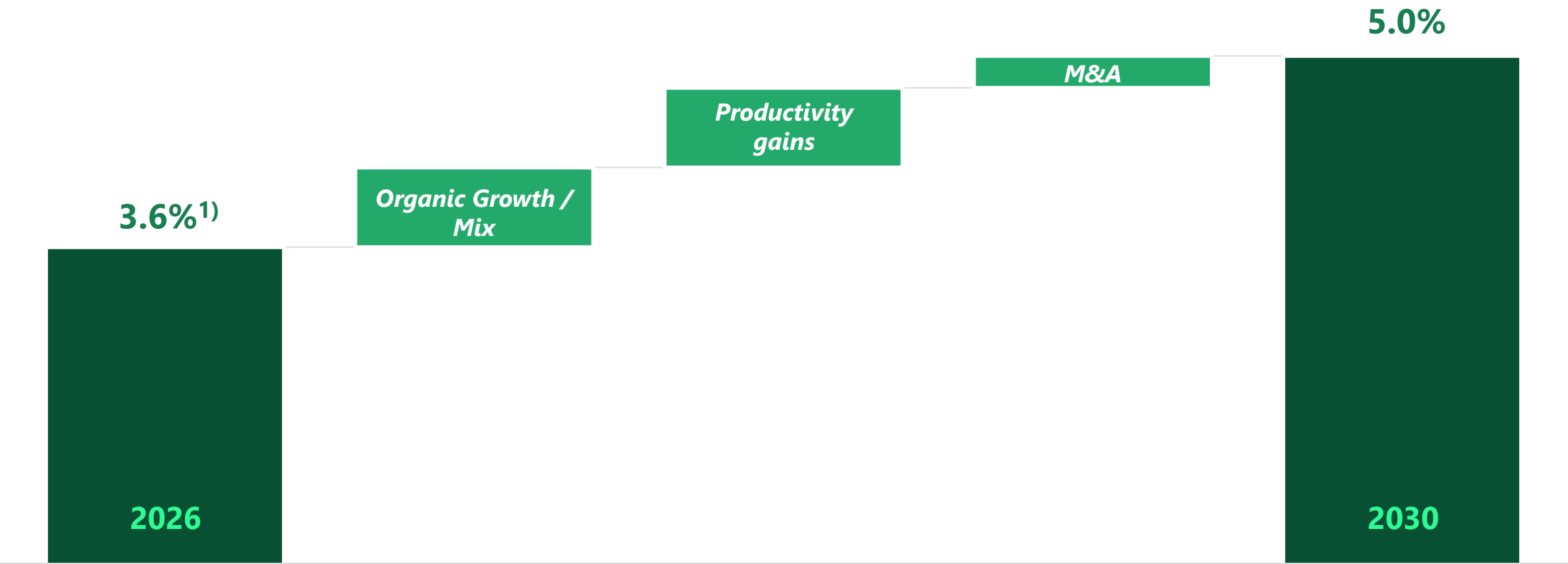
- ~270 OEM partners across the IT industry
- Own multi-cloud platform covers range from private cloud to sovereign cloud to hyperscaler

End-to-end delivery

- Design, source, implement, operate and finance IT
- Services & managed offerings

Driving profitability across the Group.

EBT margin as of Business Volume



1) Current EBT margin consensus FY 2026

Deep dive: Productivity gains and key levers.

Global process harmonisation



Go-to-market approach



Technology and AI

 **SAP S/4 HANA**



 **HERO**
One UI

Bechtle 

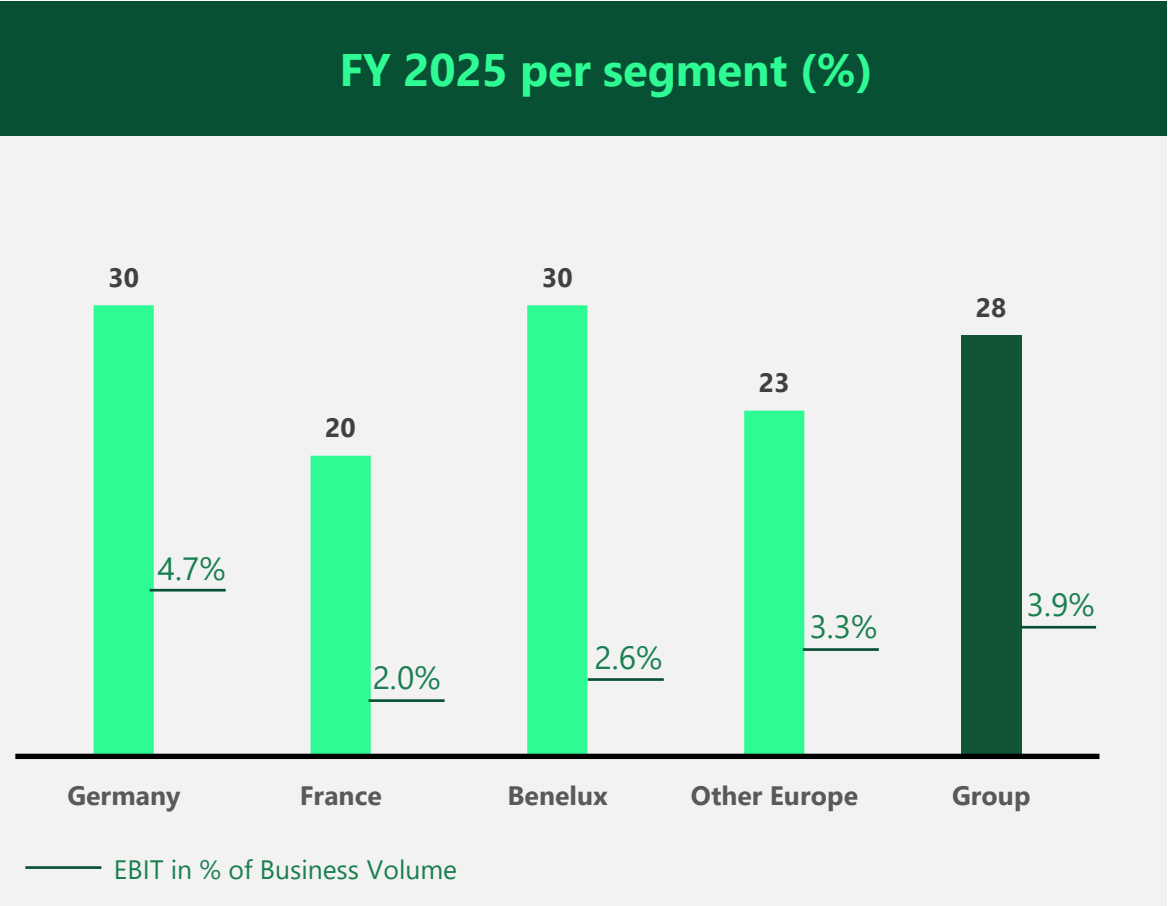
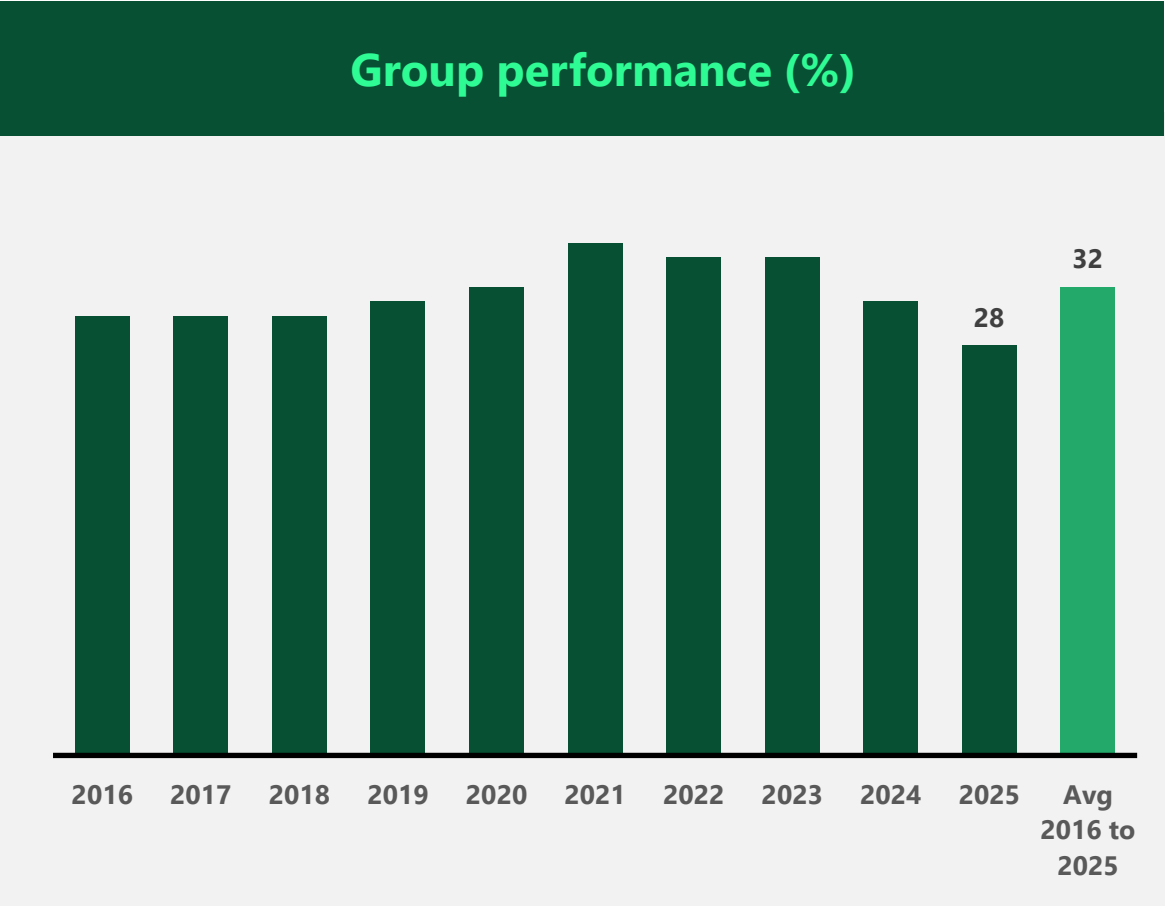
ONECORE

Next Best Action (NBA)

 **AutoStore**

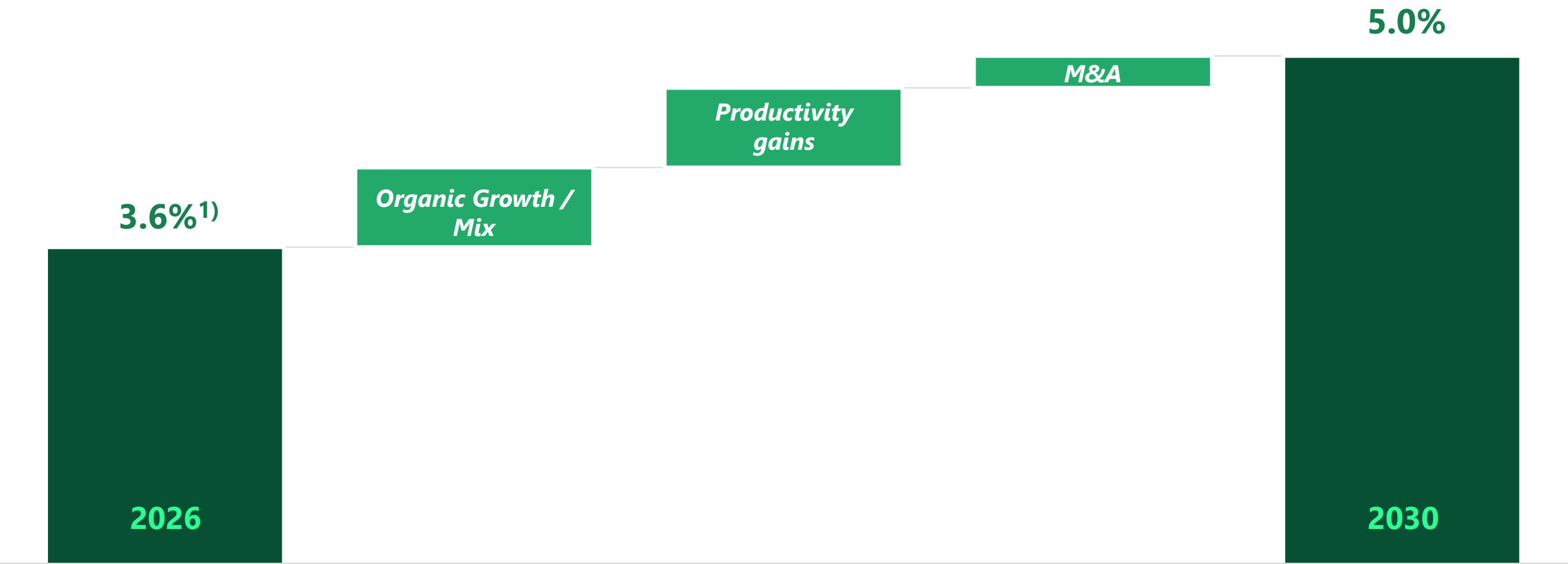
Driving productivity accross the Group.

EBIT as a percentage of gross profit.



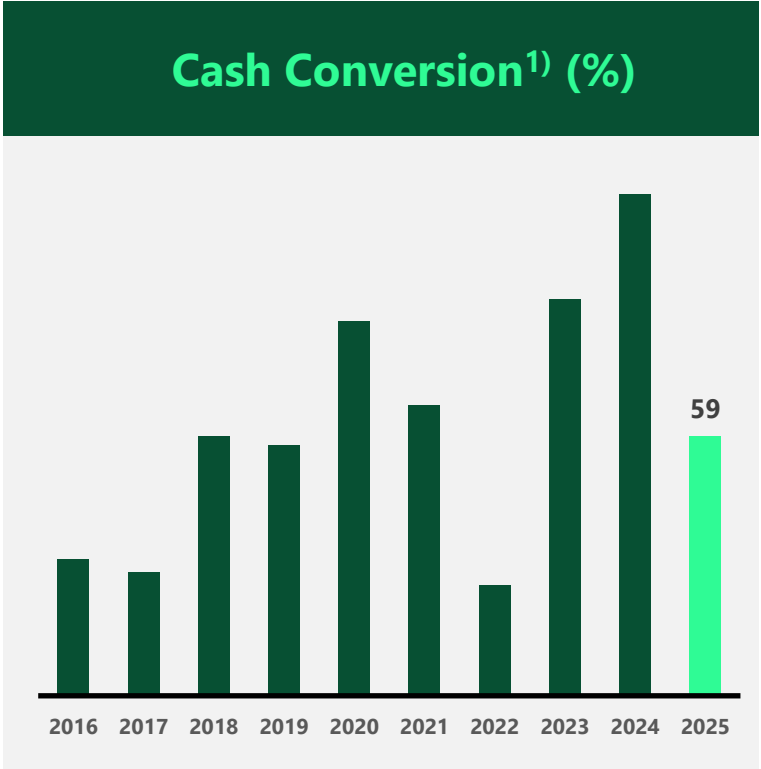
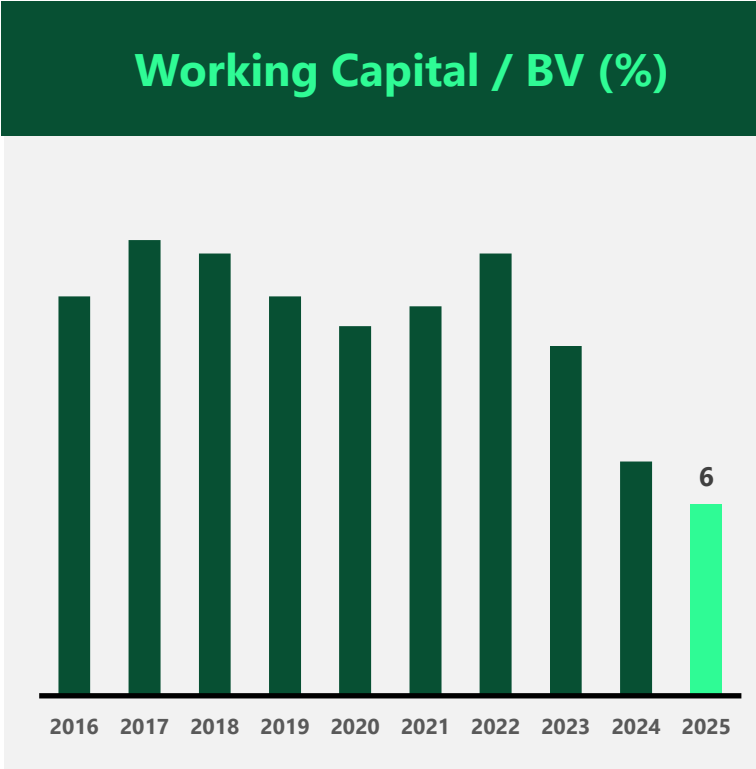
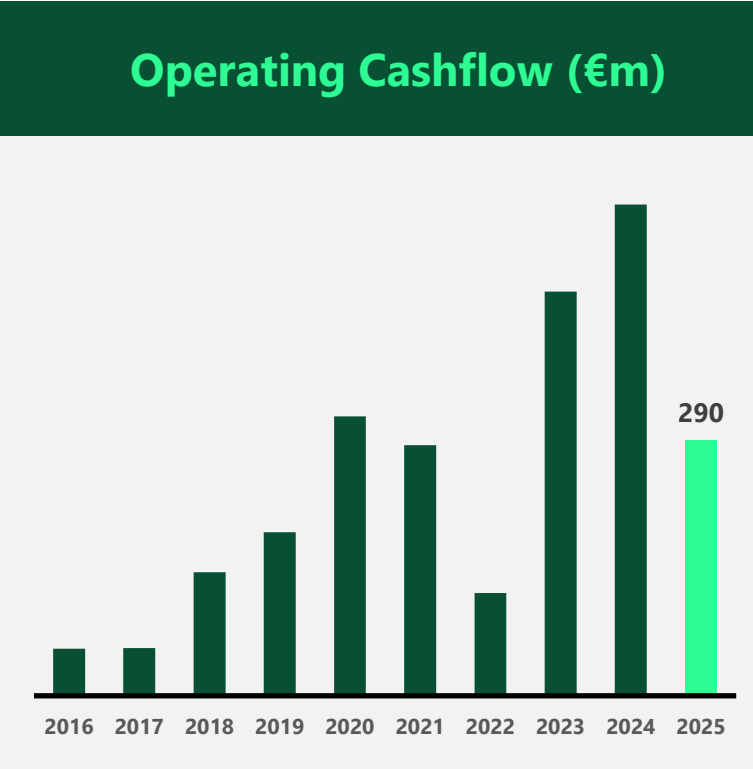
Driving profitability across the Group.

EBT margin as of Business Volume



1) Current EBT margin consensus FY 2026

Cash Generation is a Strategic Advantage.



1) Definition Cash Conversion Rate (CCR) = Operating Cashflow / EBITDA

Capital Allocation: Investing for Growth While Maintaining Financial Discipline.

**Operating
cash flow**

**Sound
balance sheet**

1

**Organic
growth**

People, skills, platforms and
strategic capabilities

2

**Targeted
M&A**

Geographic reach, capabilities
and service expansion

3

**Financial
resilience**

Maintain balance-sheet capacity
and strategic flexibility

4

Dividend

Approximately one third of
earnings after tax

M&A track record

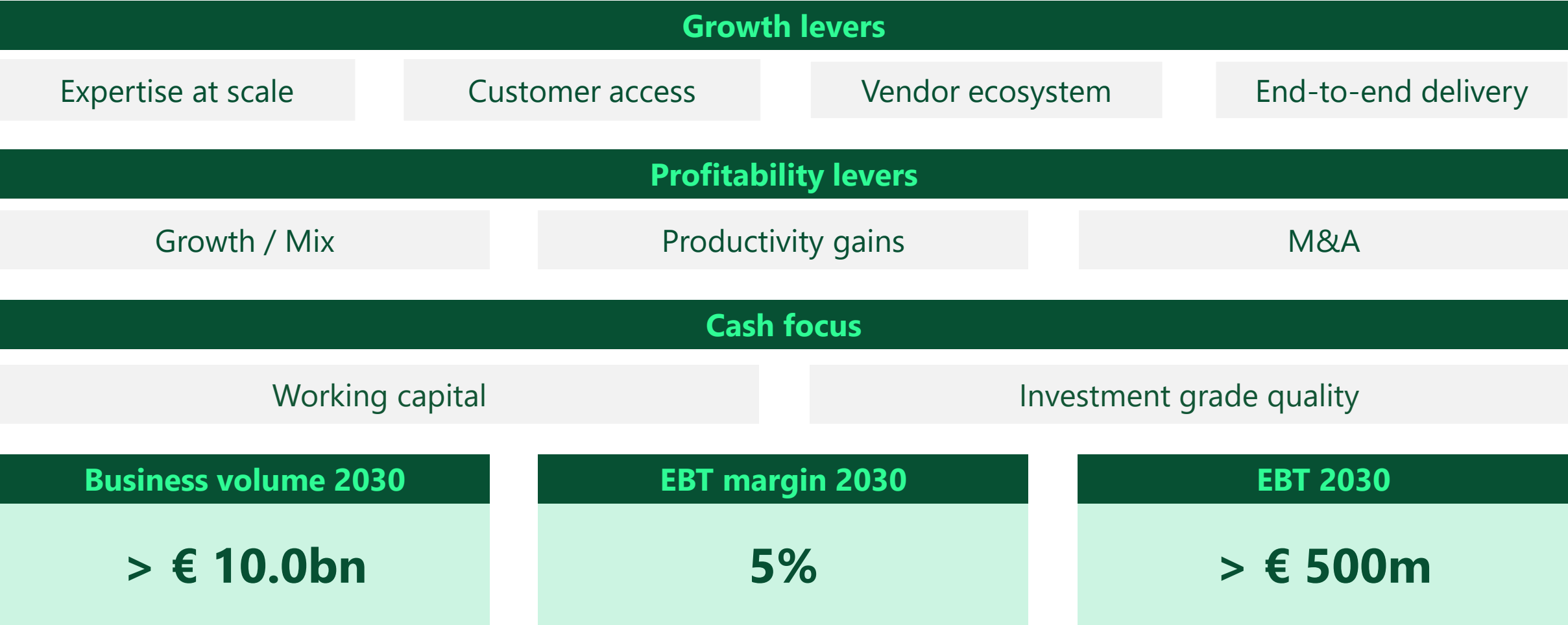
126

acquisitions since
foundation

~€1.5bn

acquired business
volume over the past
10 years

Mid-term targets 2030: Clear Milestones, Measurable Progress, Strong Shareholder Value Creation.



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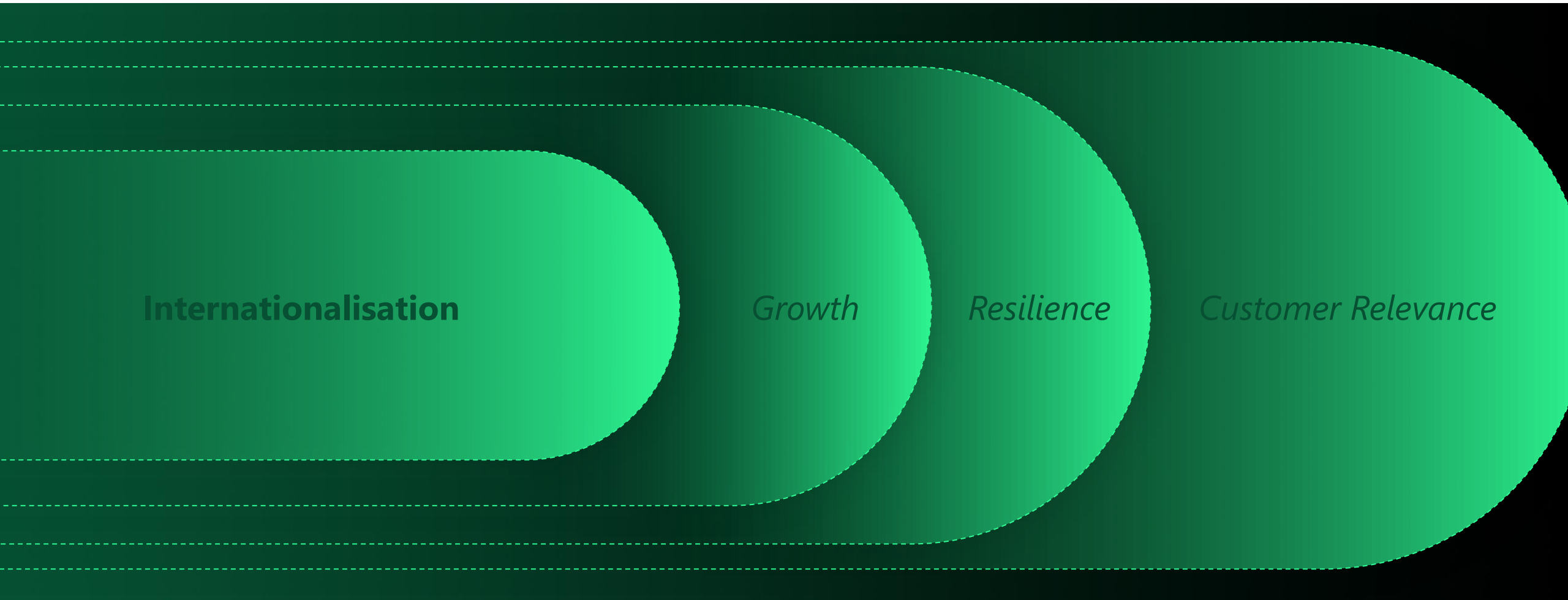
International Expansion.

Konstantin Ebert, COO and designated CEO

James Napp, Regional Director UK & Ireland

17 September 2026

International Expansion: Creating a Stronger Bechtle.



Internationalisation

Growth

Resilience

Customer Relevance

Why **Internationalisation** Matters.



***Balanced
European
footprint***

***Access to larger
customer
opportunities***

***Size/Coverage
matters for OEM
supplier partners***

***Increased
operational
resilience***

A Dual Growth Model: **Organic Expansion and Targeted M&A.**



*Combining entrepreneurial growth
with strategic acquisitions.*

A Dual Growth Model: **Organic Expansion and Targeted M&A.**

***Combining entrepreneurial growth
with strategic acquisitions.***

Organic growth

Cross-selling

New capabilities

***M&A as accelerator
and enabler***

Building a **Pan-European IT Champion.**

Expanding local strength into a fully integrated European platform.

14-country
ambition

Multichannel
approach

International
customer support

Customer Benefits from **Integration.**

One Bechtle experience across markets.



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graph TD; A[One Bechtle experience across markets.] -.-> B[International account management]; A -.-> C[Cross-border delivery]; A -.-> D[Multinational customers]; A -.-> E[Consistent service quality];
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**International
account management**

**Cross-border
delivery**

**Multinational
customers**

**Consistent service
quality**

From Strategy to Execution: Why the UK Matters.

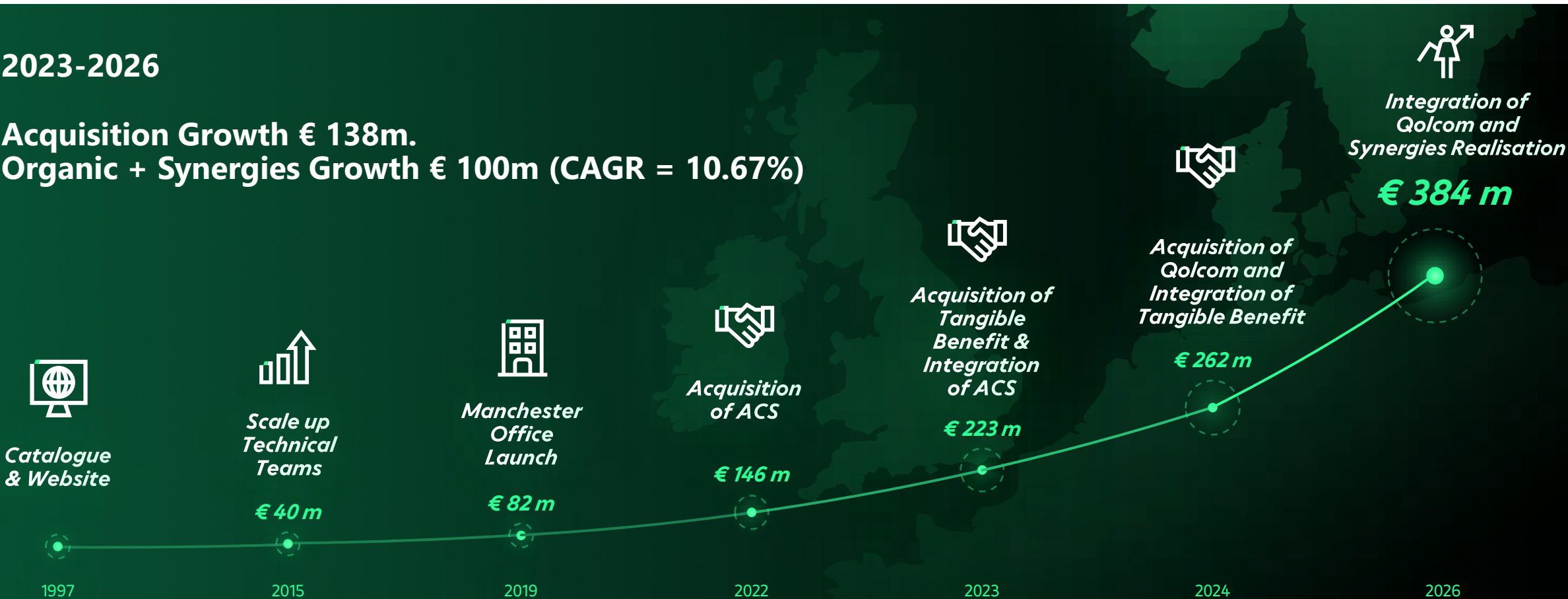
**A practical example
of our international
expansion model in
action.**



From Strategy to Execution: The UK Journey: Building a Scalable Market Position.

2023-2026

Acquisition Growth € 138m.
Organic + Synergies Growth € 100m (CAGR = 10.67%)



From Strategy to Execution: The UK Opportunity to 2030.

THE *WHAT?*

A large, resilient IT services market where customer demand is shifting from products to secure, managed outcomes.

THE *HOW?*

Use Bechtle's European scale, UK proximity and end-to-end capability to own more of the customer lifecycle.

**Be the Strategic IT Partner of choice.
Multiple technology pillars. Recurring value.**

From Strategy to Execution:

Growth at CAGR ~11%. Significantly above market rate.

UK IT services market¹⁾

\$120 bn

estimated in 2026

~7%

forecast CAGR to 2030

≈ \$156 bn

illustrative 2030 market size

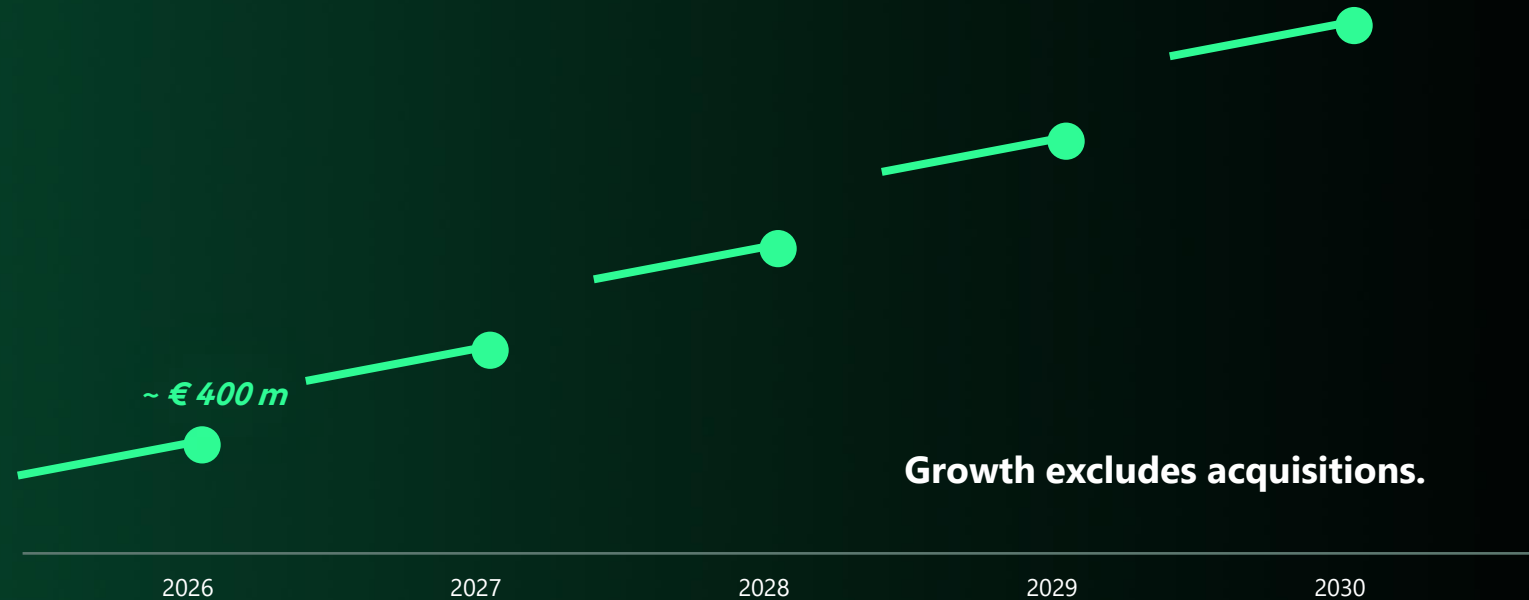
Demand tailwinds

AI adoption & compute

Cyber resilience & compliance

Cloud modernisation

Managed services & skills gap



Market forecast is external; Bechtle opportunity is driven by mix shift and share gain.

1) Source: Mordor Intelligence, UK IT Services Market, updated 10 August 2026: <https://www.mordorintelligence.com/industry-reports/united-kingdom-itservices-market>
2030 figure is an illustrative calculation applying the cited CAGR to the cited 2026 market size.

From Strategy to Execution: A Repeatable Growth Engine to 2030.

1. EXPAND

- Deepen existing accounts
- Sell multiple technology pillars
- Own the lifecycle
- Enterprise customer acquisition

2. SCALE

- Standardise packaged offers
- Automate using AI internally
- Cross-sell location superpowers
- Build recurring revenues

3. ACCELERATE

- Target volume + capability M&A
- AI, cyber & managed services
- Integrate quickly, preserve value
- Leverage across UK&IE and Europe

Organic growth first.
Targeted M&A as an accelerator and capability enabler.

A strong foundation for our **Vision:
Growth, profitability and customer relevance.**

Bechtle growth strategy:
**Sustainable international
expansion**

A strong foundation for our **Vision:
Growth, profitability and customer relevance.**

**Proven
approach**

**Sustainable international
expansion**

**To be
continued...**

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Focus on AI.

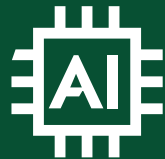
Dirk Müller-Niessner, CTO

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Focus on AI.



Market view



Technology view



Customer view

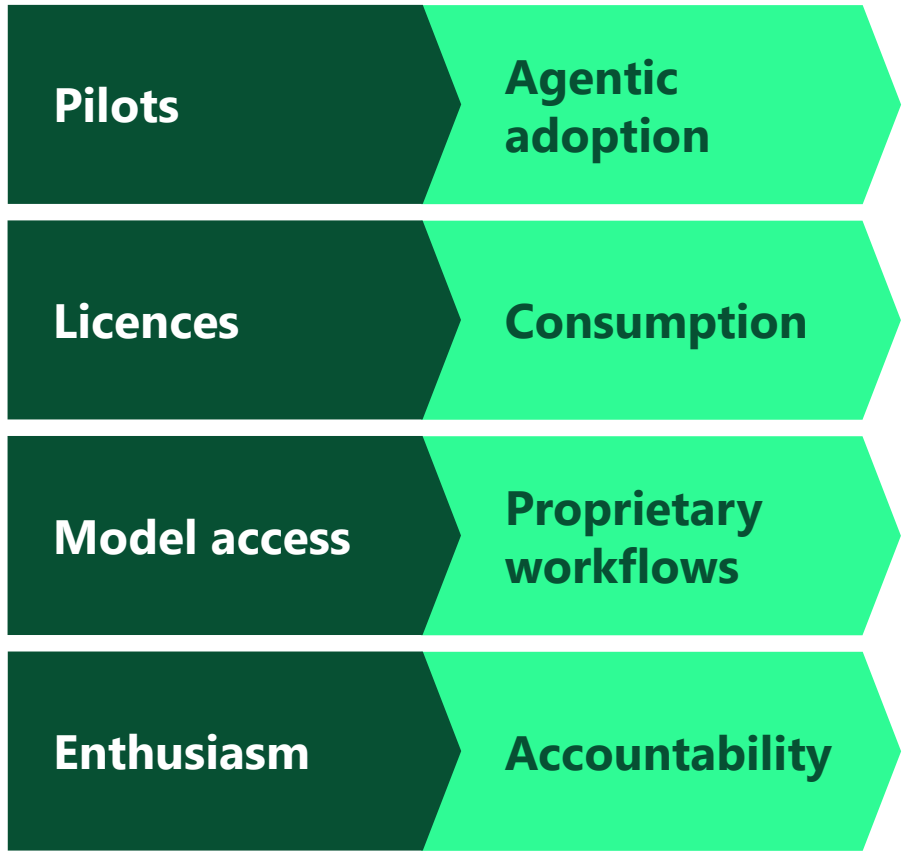


Bechtle view

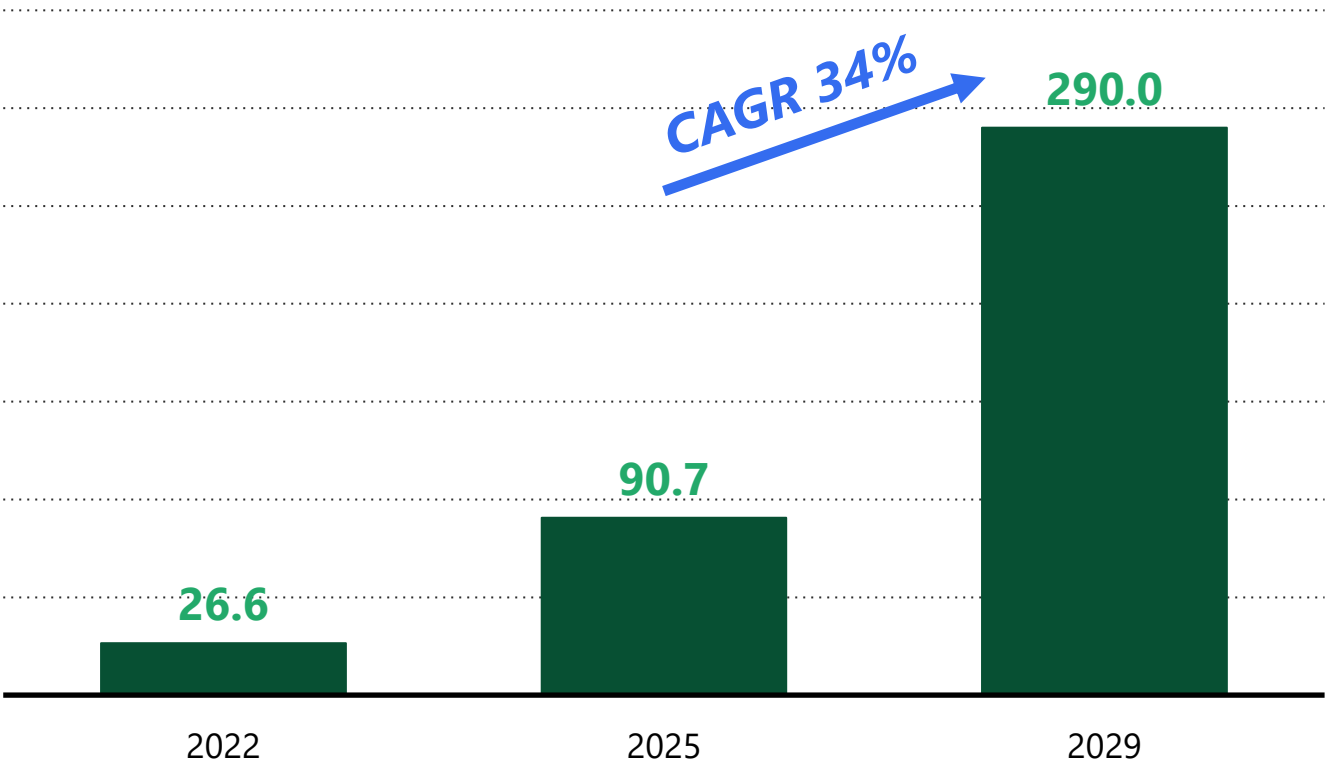
Market view:

AI affects every layer of IT.

What changes?

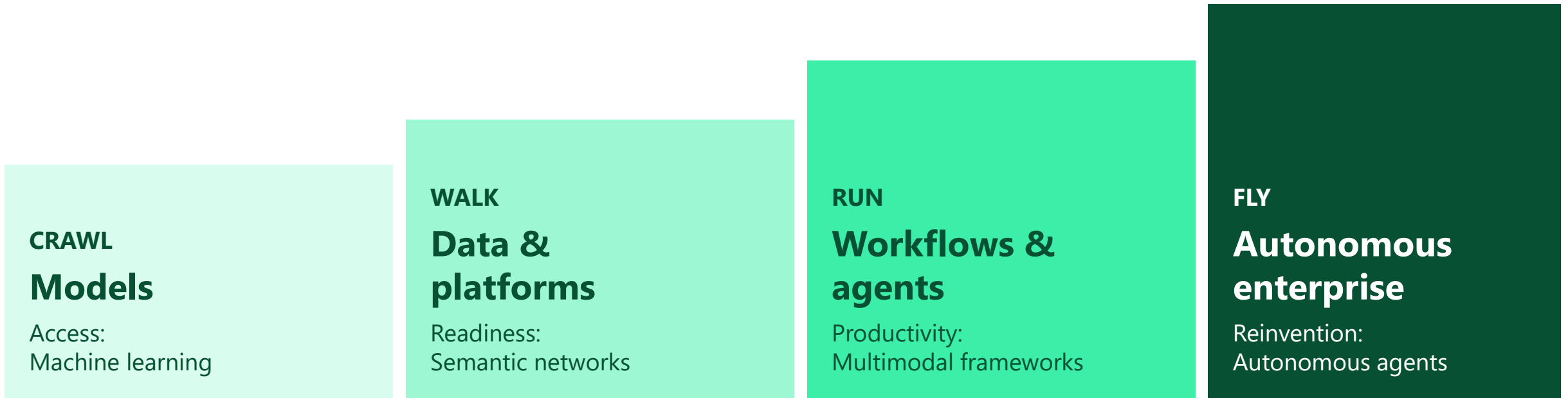


Artificial Intelligence (AI) and Generative AI Spend in Europe (in \$ bn)



Technology view: The AI Evolution.

From Models to Autonomous Enterprises – where value is created.



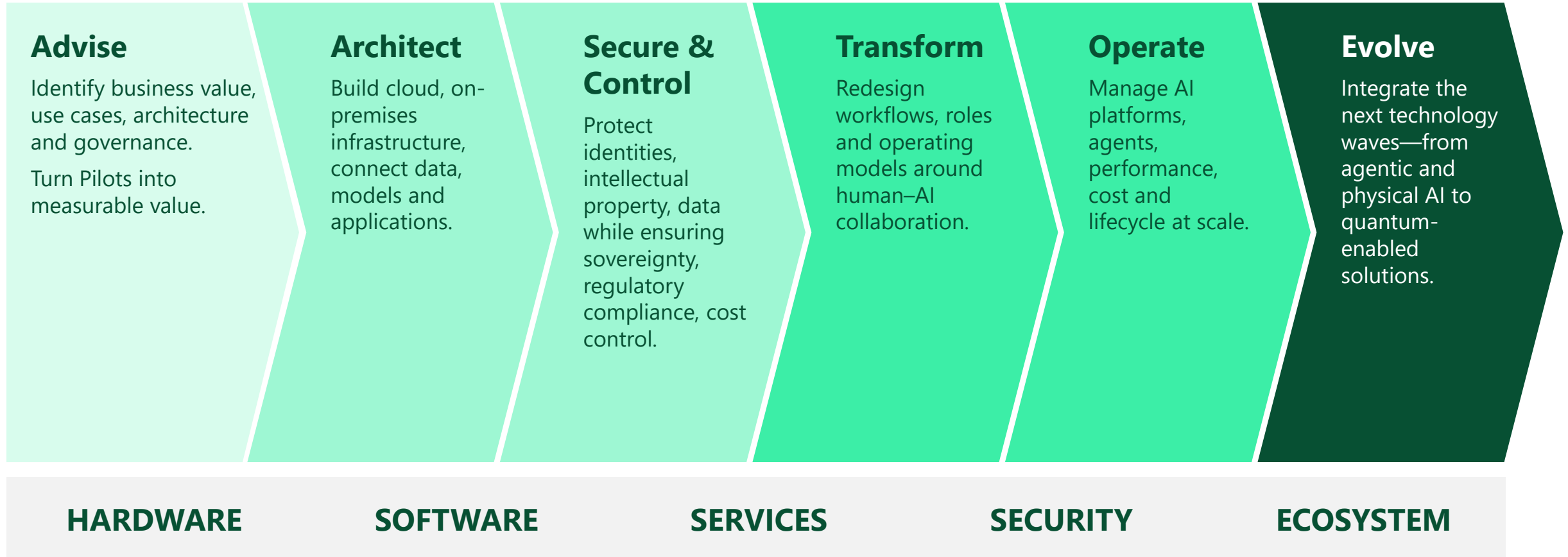
Role of the VAR.



What AI means for our customers:

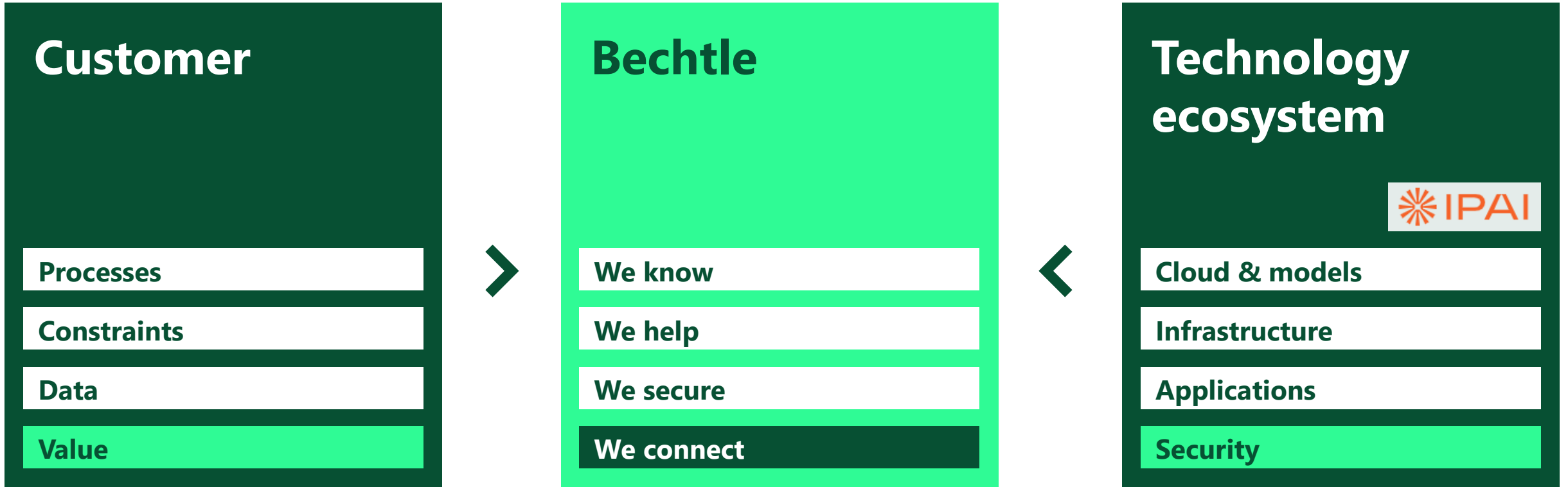
Customers need a partner to translate AI potential into business value.

Bechtle enables the complete AI lifecycle.



Bechtle's Right to Win in the AI Era.

Bechtle is uniquely positioned to benefit from AI adoption.



TRUSTED ACCESS

END-TO-END

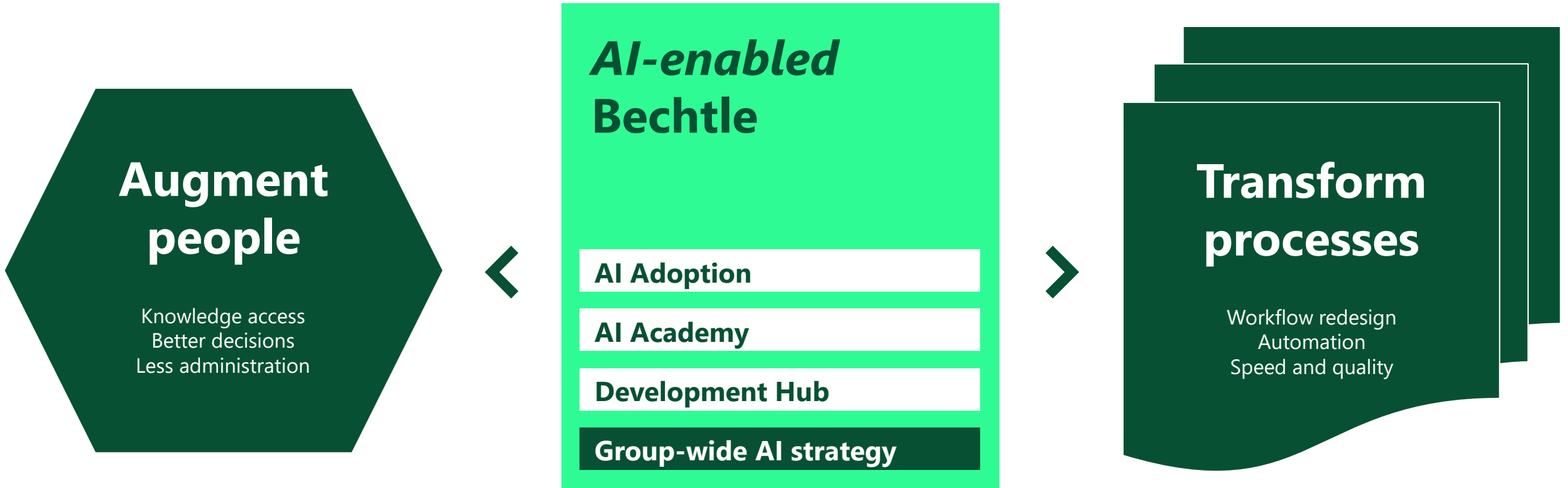
VENDOR-NEUTRAL

SOVEREIGN

EUROPEAN SCALE

AI Inside Bechtle: Driving Productivity and Operational Excellence.

We do not only sell AI. We apply AI ourselves.



CREATE OPERATING LEVERAGE

Copilot rollout – Bechtle GPT – TenderX – AI-assisted selling – Next Best Action – Supply-chain optimisation – AI-assisted development – AI Acceleration

AI Inside Bechtle: Three examples.

TenderX



Smarter tender management

- Supports the analysis of complex tender documentation
- Structures requirements and the response process
- Reduces manual effort and improves consistency

Faster tender preparation

Next Best Action



AI-powered sales prioritization

- Analyses customer data and relevant sales signals
- Recommends the most impactful next step per account
- Focuses sales teams on the right customer at the right time

More targeted engagement

Supply Chain Optimisation



Data-driven operational decisions

- Improves planning and supply-chain decisions
- Supports early identification of operational risks
- Enables proactive and efficient resource allocation

Increased efficiency

Looking Ahead: The Future Technology Landscape.

AI is today's transformation. Quantum could be tomorrow's.

NOW

Build the AI transformation business

- AI strategy & value
- Secure data and AI platforms
- Agents, workflows & operations

NEXT 2–5 YEARS

Bring AI to Europe

- Sovereign AI & cloud
- Physical AI readiness
- Quantum cryptography

5–10 YEARS

Next-level AI

- Artificial General Intelligence (AGI)
- Entire autonomous enterprise
- Quantum for complex tasks

ALWAYS PREPARED FOR SUCCESS

Any
questions?