

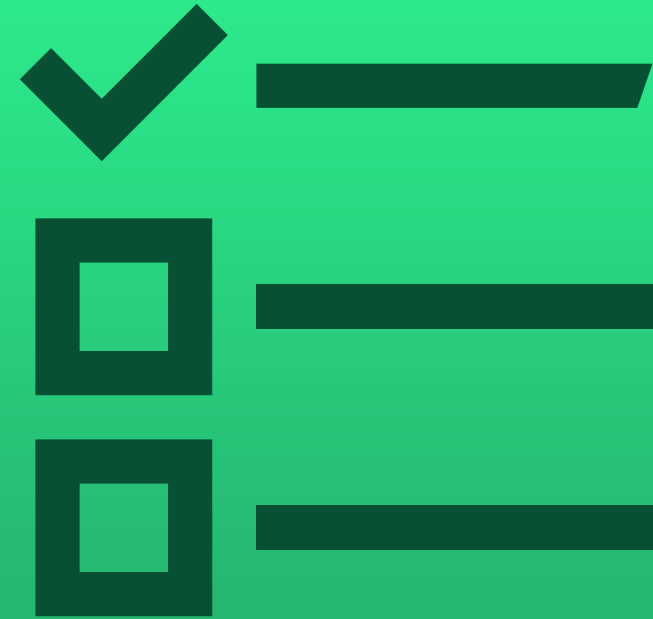
BECHTLE AG

Kepler Cheuvreux IT Value-Added-Reseller Day 2026

01 October 2026

Agenda.

1. **Current Trading**
2. **Recap Capital Markets Day**



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) EBT margin consensus FY 2026 as of 17/09/2026 (CMD)

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

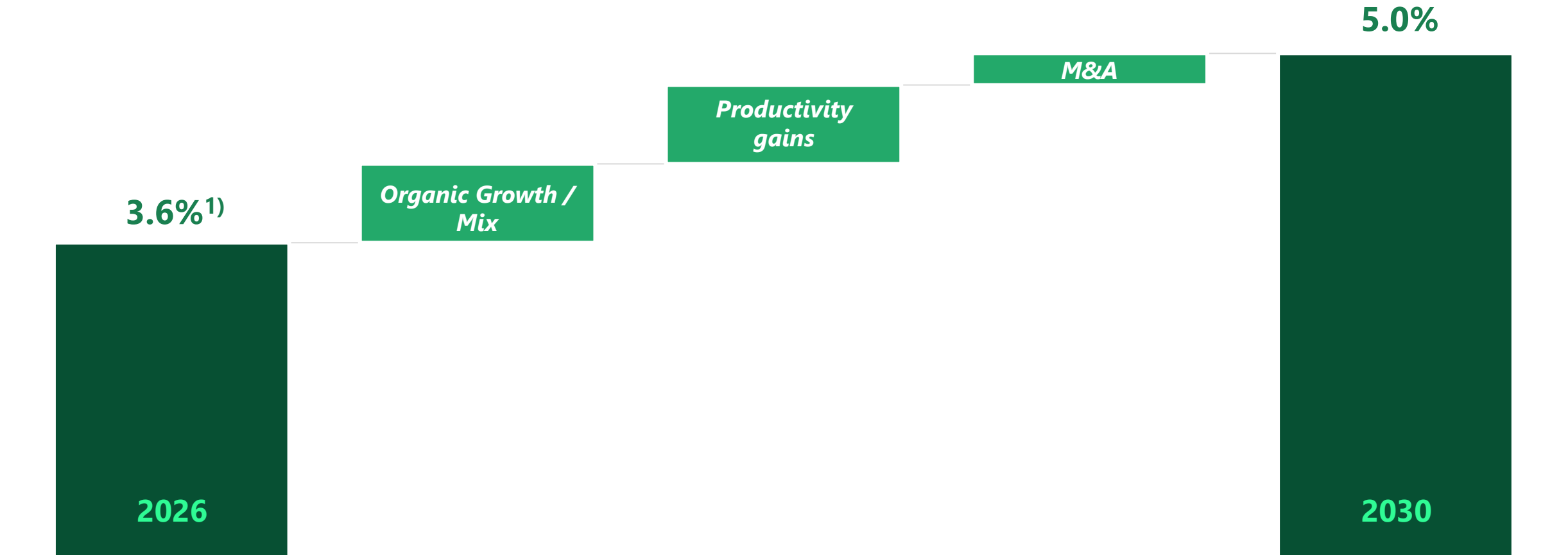
- ~270 OEM partners across the IT industry
- Own multi-cloud platform covers range from private cloud to sovereign cloud to hyperscaler

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) EBT margin consensus FY 2026 as of 17/09/2026 (CMD)

Mid-term targets 2030:

Clear Milestones, Measurable Progress, Strong Shareholder Value Creation.

Growth levers

Expertise at scale

Customer access

Vendor ecosystem

End-to-end delivery

Profitability levers

Growth / Mix

Productivity gains

M&A

Cash focus

Working capital

Investment grade quality

Business volume 2030

> € 10.0bn

EBT margin 2030

5%

EBT 2030

> € 500m

Any *questions?*