

# Investor Presentation

11/2025

# a smart Journey



adesso

# About adesso



**adesso is optimising the core  
business processes of enterprises  
by providing consulting services  
and building tailor-made  
software and industry solutions.**

## Profitable Growth

**€1.30**

billion

**Group sales 2024**

**€1.35–1.45**

billion

**Expected sales 2025**

More than

**11,100**

**Employees**

adesso Group | as of 30 September 2025

**12.4 %**

**Return on Equity (5Y average)**

# A great place to be

**Continuously creating an environment in which everyone can develop resonates with our employees.**

- > Low bureaucracy
- > Entrepreneurial spirit
- > Common sense management
- > Around 75,000 applications at adesso SE, Germany (9M 2025)
- > 2.5 % increase in applications \*
- > Churn rate of ~8 % way below industry average

\*compared to 9M 2024

**2016 & 2018**

**1st Prize Award**

GREAT PLACE TO WORK®  
Beste Arbeitgeber ITK >1,000  
employees

**2020**

**1st Prize Awards**

GREAT PLACE TO WORK®  
Beste Arbeitgeber ITK >2,000  
employees  
  
Beste Arbeitgeber Deutschland  
>2,000 employees

**2022**

**TEQ Award**

TOTAL  
E-QUALITY  
DIVERSITY

**2023**

**1st Prize Awards**

GREAT PLACE TO WORK®  
Beste Arbeitgeber ITK >2,000  
employees  
  
Beste Arbeitgeber Deutschland  
>5,000 employees

**2023**

**2nd Prize Award**

Best Workplaces  
in Europe  
>500 employees

**2025**

**1st Prize Award**

TOP EMPLOYER  
GERMANY 2025

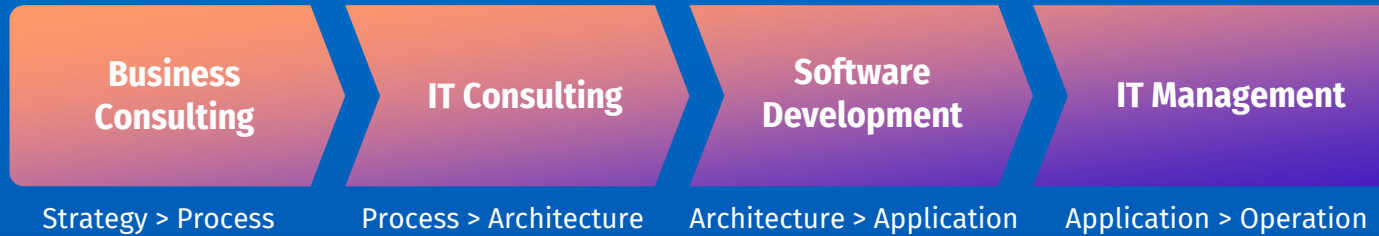


adesso SE

# Our Portfolio

## »»» business

IT Services (> 90% of Sales)



IT Solutions



technology <<<

## Equity Story



**From development to  
goals**

- 01** adesso will expand to form one of the leading integrated IT companies for sector-specific business processes in Europe
- 02** adesso has an ambitious growth strategy and aims to grow by at least twice the rate of the market (plus M&A)
- 03** adesso aims to have a sustainable operating margin for profitable growth
- 04** adesso pays out a dividend and aims to raise it continuously

# Growth Model

**Tried-and-tested model for expanding sector-wide presence**

**Transfer of model to new sectors:**

- > Start a new core sector every 2-3 years
- > Latest additions: Retail, Utilities

**Regional expansion**

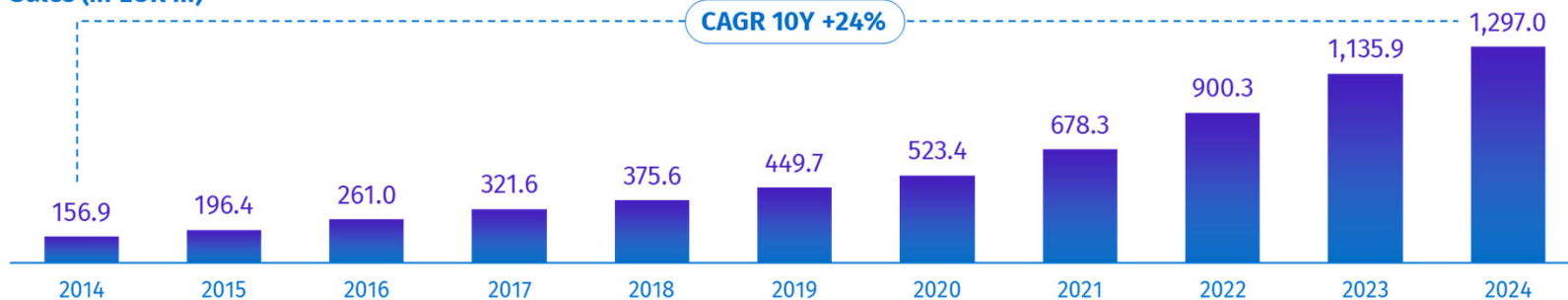
**Creation of new technology areas**

**Creation of a product & solutions portfolio**

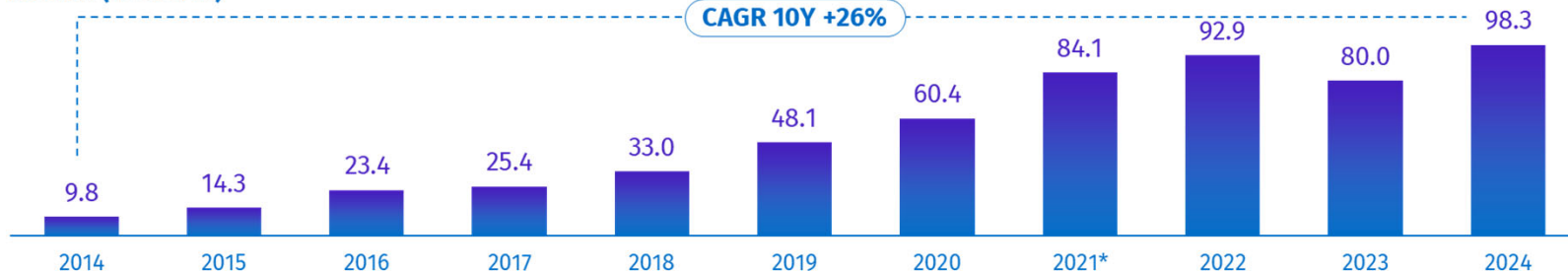


# ○ Sustained sales growth of ~24 % p.a. Operating profit up ~26 % p.a.

Sales (in EUR m)



EBITDA (in EUR m)

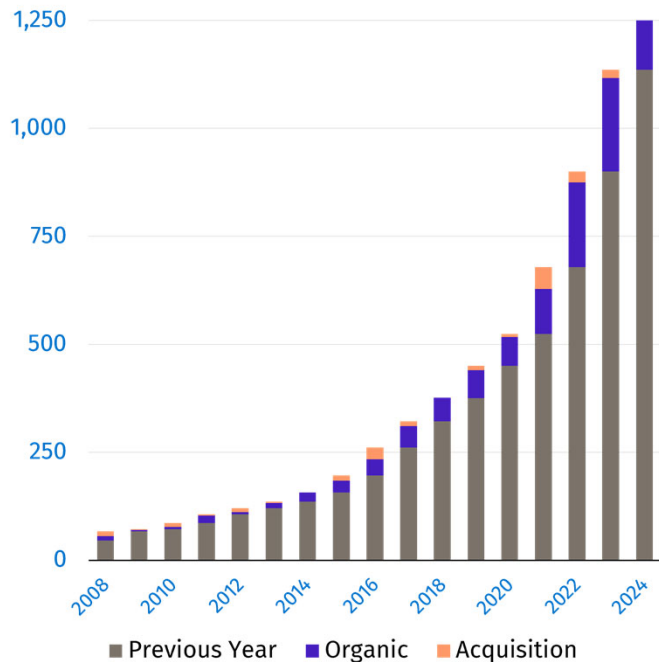


\* without one-off effect (reported: 102.0)

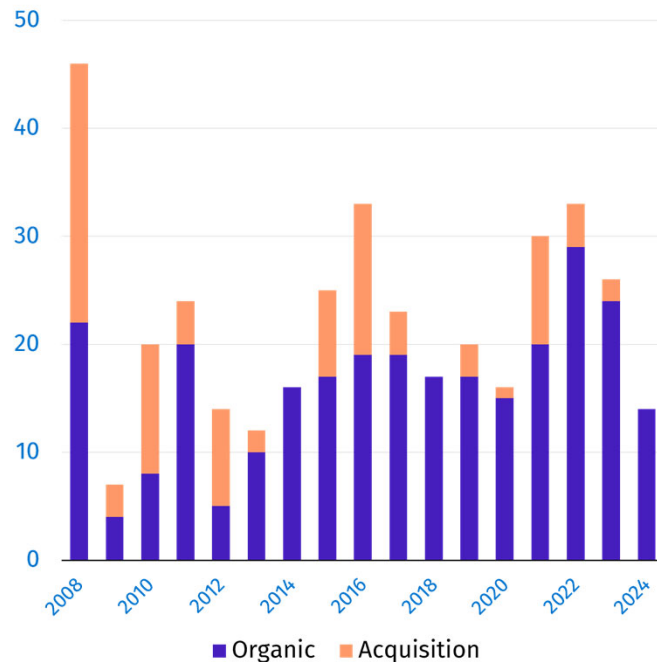


# Organic Growth

Organic Growth vs. Acquisition (in EUR m)



Organic Growth vs. Acquisition (in %)



# Close to our clients and people: We're located where the projects take place.



## International & SmartShore

We are constantly growing internationally: our SmartShore centres allow us to scale both in terms of expertise and price.



- Germany, Austria, Switzerland
- International Locations
- SmartShore Locations

# adesso Smartshore: Our proven nearshore and offshore model

- adesso Smartshore**
- > Up to 40 % cost savings
  - > Over 1,000 SmartShore experts
  - > Over 100 successful projects

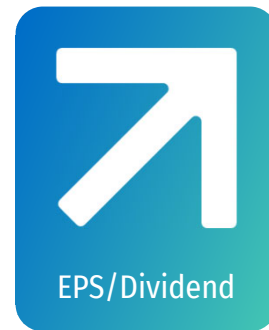
- 
- aGDM**  
adesso Global Delivery Model
- > Standardised method
  - > Application of the agile project methodology to create customised, high-quality software increments

## What is SMART here?

- > A German and English-speaking nearshore & offshore team facilitates project communication.
- > The employees know the German culture and the customers.
- > Nearshore locations are a maximum of 2 to 3 hours by plane from Germany.
- > Established delivery with 'Global Delivery Model' to ensure the success of the project.
- > Faster response times to changes and shorter time-to-market thanks to the agile approach.
- > Attractive conditions thanks to an intelligent team mix.



# Business Model

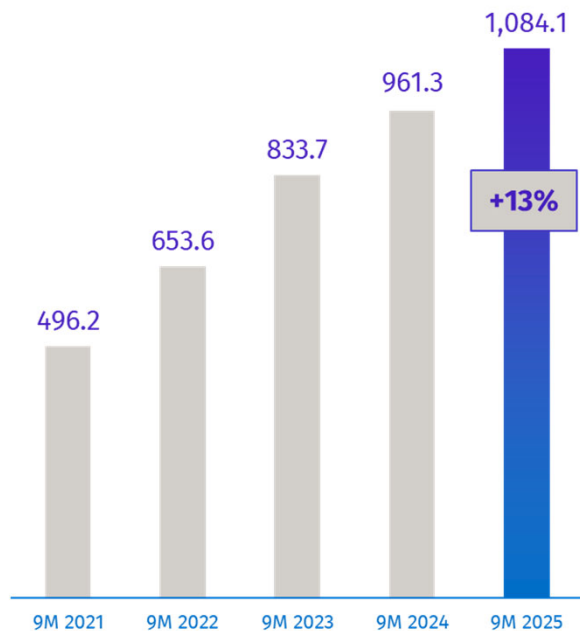


# Update 9M 2025



# Strong Organic Growth

Sales (in EUR m)

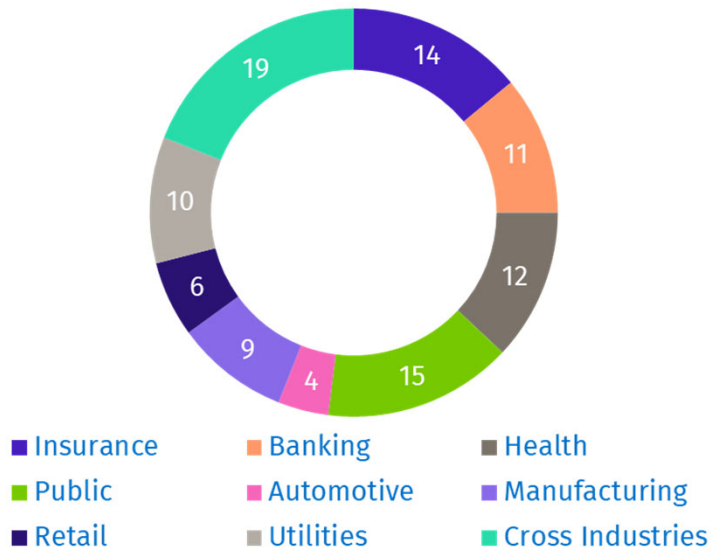


**Sales growth split**  
13% organic growth

**Headcount**  
7% growth in average FTE

# Sales Split 9M 2025

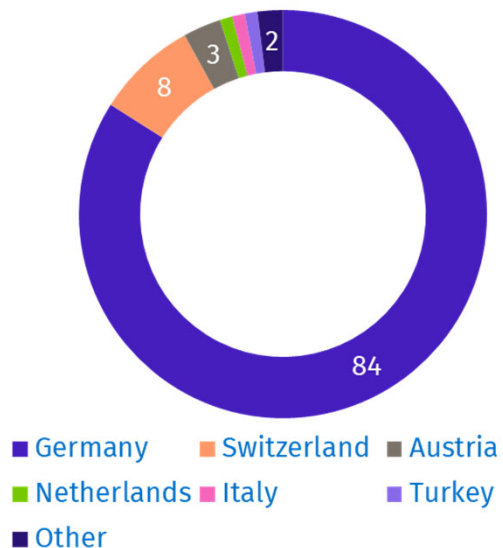
Sales by industry (in %)



Sales by industry in EUR m	9M 2025	Δ yoy	Recap 2024
Insurance	152.4	+ 20%	+ 5%
Banking	120.3	+ 8%	+ 6%
Health	130.8	+ 26%	+ 44%
Public	164.0	+ 7%	+ 12%
Automotive	40.7	- 7%	+ 6%
Manufacturing	94.2	+ 4%	+ 5%
Retail	64.1	+ 9%	+ 10%
Utilities	112.6	+ 24%	+ 41%
Cross Industries	205.1	+ 13%	+ 12%

## ○ Sales Split 9M 2025 (2)

Sales by region (in %)

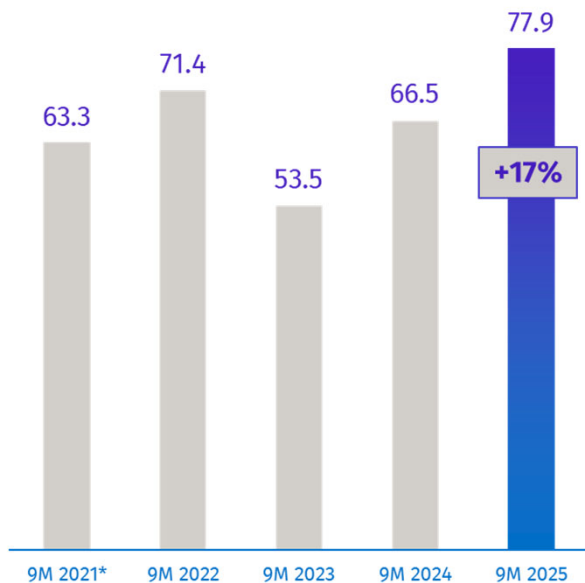


Sales by region in EUR m	9M 2025	Δ yoy	Recap 2024
Germany	906.6	+ 14%	+ 15%
Switzerland	91.5	- 5%	+ 4%
Austria	29.2	+ 29%	+ 20%
Netherlands	12.2	+ 16%	+ 8%
Italy	13.2	+ 26%	+ 19%
Turkey	13.1	+ 30%	+ 64%
Other	18.4	+ 25%	- 5%



# Progress with operating earnings EBITDA

EBITDA (in EUR m)



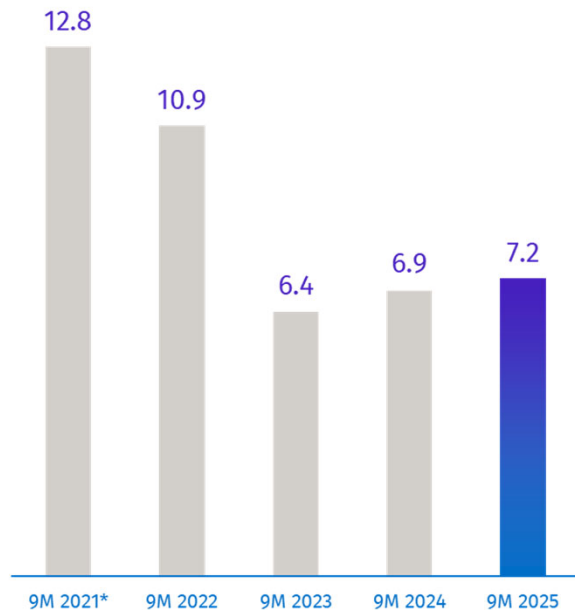
\* without one-off effect (reported: 81.2)

## Operating Earnings

- > Capacity utilisation improved
- > Slight recovery with IT-solutions/initial license sales in Q2
- > EUR 2.6 m of previous year's earnings from reversal of warranty provisions
- > Increase of material costs mainly due to temporary lower hiring momentum

# EBITDA margin improved due to better utilisation

EBITDA-margin (in %)



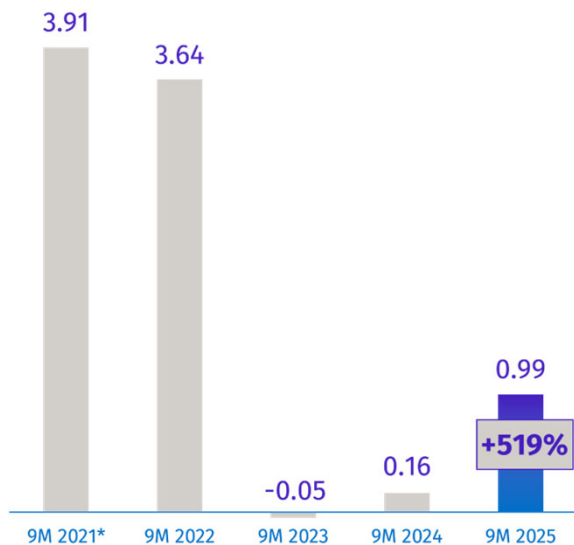
\* without one-off effect (reported: 16.4)

Key Figures in EUR m	9M 2025	9M 2024	Δ yoy
Employees (FTE, avg.)	10,699	9,979	+ 7%
Sales	1,084.1	961.3	+ 13%
Gross Profit	913.2	827.5	+ 10%
Personnel costs	736.1	664.7	+ 11%
Other operating expenses	114.9	111.3	+ 3%
EBITDA	77.9	66.5	+ 17%
EBITDA-margin (%)	7.2	6.9	

Profit Drivers	9M 2025	
Utilisation & projects	↗	adesso SE
Daily rates	↗	increased
License & Maintenance	↗	in sure
Personnel cost per FTE	↘	+ 3%

# Improved EPS due to higher EBITDA despite higher taxes

Earnings per Share (in EUR)



\* without one-off effect (reported: 6.76)

Key Figures in EUR m	9M 2025	9M 2024	Δ yoy
<b>EBITDA</b>	<b>77.9</b>	<b>66.5</b>	<b>+ 17%</b>
Depreciation plant & equipment	- 49.0	- 43.3	+ 13%
Depreciation ppa	- 5.5	- 5.7	- 4%
Depreciation goodwill	0.0	0.0	-
Income from investments	- 2.5	- 1.6	- 53%
Financial result	- 8.0	- 8.6	+ 5%
<b>EBT</b>	<b>12.9</b>	<b>7.3</b>	<b>+ 77%</b>
Income taxes	- 6.7	- 4.9	
<b>Consolidated earnings</b>	<b>6.2</b>	<b>2.5</b>	<b>+ 153%</b>
<i>Earnings per share (€)</i>	<i>0.99</i>	<i>0,16</i>	<i>+ 519%</i>
<i>Tax quota</i>	<i>- 52%</i>	<i>- 67%</i>	

## Net Working Capital increased

Key Figures in EUR m	30.09.2025	30.09.2024	Δ yoy
Cash	45.2	42.4	+ 2.7
Financial debt	180.7	143.0	+ 37.6
Net-Debt	- 135.5	- 100.6	- 34.9
Operating Cash-Flow	- 15.9	17.0	- 32.9
Net Working Capital	249.5	216.2	+ 15%
Investment Cash-Flow	- 25.5	- 26.0	+ 0.5
Goodwill	100.2	100.0	+ 0.2
Equity	194.4	206.6	- 12.2
Equity ratio	22.8%	26.1%	- 3.3 pp.

**Return on Net Working  
Capital (RONWC) = 14.7%**

**Return on Equity (ROE) = 7.2%**

# Cash Flow Development

Cash Flow in EUR m	9M 2025	9M 2024	Δ yoy
<b>Operating Cash Flow</b>	<b>- 15.9</b>	<b>17.0</b>	<b>- 193%</b>
CAPEX	- 23.0	- 21.2	+ 8 %
Lease Repayments	- 30.6	- 26.6	+ 15 %
<b>Free Cash Flow</b>	<b>- 69.4</b>	<b>- 30.7</b>	<b>- 126 %</b>

FCF LTM per Share: 0.99 EUR/Share

\* Factoring stands at EUR 60 million as of 30 September 2025, the same level as in the previous year.

# Guidance

## Guidance 2025

- > Ongoing market demand in IT Services despite recessionary environment
- > Guidance 2025 expects improved margin due to reduced investments and higher utilisation
- > Earnings contribution mainly in H2 2025 with 7 more working days compared to H1 2025
- > Catch-up effects and increased IT-spending with chances in the public sector

IFRS in EUR m	9M 2025	9M 2024	% of Guidance	Guidance 2025	FY 2024
<b>Sales</b>	1,084.1	961.3	75-80%	<b>1,350 to 1,450</b>	1,297.0
<b>EBITDA</b>	77.9	66.5	62-74%	<b>105 to 125</b>	98.3
<b>EBITDA-margin</b>	7.2%	6.9%			7.6%

# Many Thanks!

**adesso SE**

Michael Knopp  
Member of the Executive Board

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Germany  
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[www.adesso-group.de/en/](http://www.adesso-group.de/en/)





# Appendix



# References





# Key Figures (Quarters)

in EUR k	Q4/2023	Q1/2024	Q2/2024	Q3/2024	Q4/2024	Q1/2025	Q2/2025	Q3/2025
<b>Profit Situation</b>								
Sales revenues	302,240	317,111	313,958	330,230	335,693	353,373	356,136	374,599
domestic	249,338	262,056	260,584	274,256	276,151	295,457	299,163	311,993
foreign	52,902	55,055	53,374	55,974	59,542	57,916	56,973	62,606
EBITDA	26,501	17,756	9,923	38,866	31,801	17,849	19,338	40,757
EBITDA margin (in %)	8.8	5.6	3.2	11.8	9.5	5.1	5.4	10.9
Consolidated earnings	13,595	-3,293	-6,636	12,382	7,749	-4,065	-1,892	12,171
<b>Balance Sheet</b>								
Balance sheet total	785,985	774,259	797,987	790,817	802,856	816,407	843,523	851,446
Equity	207,777	203,729	192,814	206,556	193,909	187,787	181,384	194,393
Equity ratio (in %)	26.4	26.3	24.2	26.1	24.2	23.0	21.5	22.8
Liquid assets	100,772	47,287	52,143	41,475	89,682	50,235	44,878	45,173
Net cash position	-48,369	-90,495	-115,416	-101,543	-46,556	-110,634	-143,049	-135,494
<b>Employees</b>								
Employees (FTE)	9,512	9,926	10,101	10,215	10,320	10,461	10,794	11,111
domestic	7,759	8,097	8,212	8,259	8,312	8,383	8,573	8,765
foreign	1,753	1,829	1,889	1,956	2,008	2,078	2,221	2,346
Gross profit/Employees	110	111	107	114	110	115	112	115
<b>Share</b>								
Number	6,520,272	6,520,272	6,520,272	6,522,272	6,522,272	6,522,272	6,522,272	6,528,220
Price at the end of the period (in EUR)	107.40	109.20	83.80	68.10	88.00	97.10	88.80	98.00
Market Cap (in EUR m)	700.3	712.0	546.4	444.2	574.0	633.3	579.2	639.8
Earnings per share (in EUR)	0.54	-0.49	-1.02	1.67	1.09	-0.54	-0.34	1.87

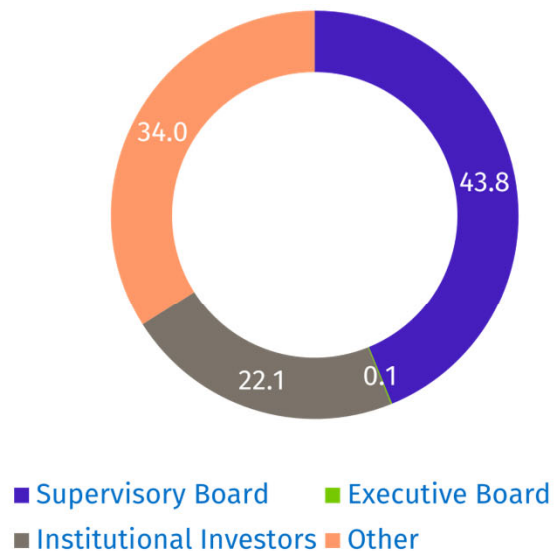


# Key Figures (Financial Year)

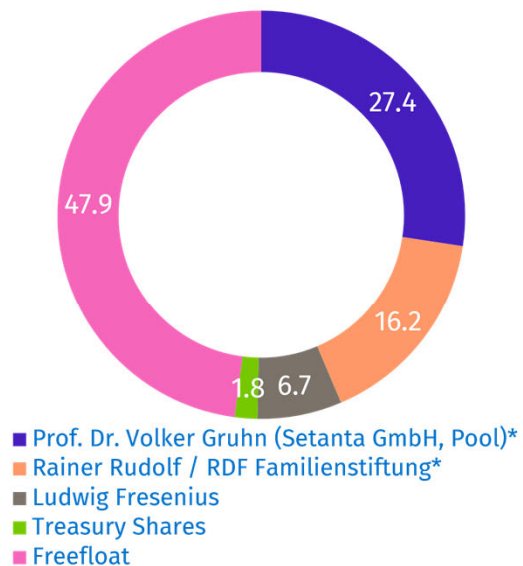
in EUR k	2018	2019	2020	2021	2022	2023	2024
<b>Profit Situation</b>							
Sales revenues	375,648	449,704	523,375	678,324	900,253	1,135,903	1,296,992
domestic	308,742	360,987	413,053	550,232	744,178	930,561	1,073,047
foreign	66,906	88,717	110,322	128,092	156,075	205,342	223,945
EBITDA	32,975	48,131	60,406	101,985	92,908	80,030	98,346
EBITDA margin (in %)	8.8	10.7	11.5	15.0	10.3	7.0	7.6
Consolidated earnings	14,000	17,495	20,947	47,577	28,793	3,410	10,202
<b>Balance Sheet</b>							
Balance sheet total	226,375	320,764	372,146	557,203	655,565	785,985	802,856
Equity	78,406	92,482	102,874	185,618	215,181	207,777	193,909
Equity ratio (in %)	34.6	28.8	27.6	33.3	32.8	26.4	24.2
Liquid assets	45,912	46,352	55,053	109,922	90,897	100,772	89,682
Net cash position	-2,196	-11,614	-5,636	31,009	-15,598	-48,369	-46,556
<b>Employees</b>							
Employees (FTE)	3,280	4,033	4,975	5,814	8,056	9,512	10,320
domestic	2,797	3,328	4,003	4,811	6,651	7,759	8,312
foreign	483	705	972	1,002	1,405	1,753	2,008
Gross profit/Employees	110	107	105	108	110	109	111
<b>Share</b>							
Number	6,176,093	6,176,093	6,185,343	6,503,272	6,512,272	6,520,272	6,522,272
Price at the end of the period (in EUR)	47.10	53.50	97.00	209.00	131.80	107.40	88.00
Market Cap (in EUR m)	290.9	330.4	600.0	1,359.2	858.3	700.3	574.0
Earnings per share (in EUR)	2.28	2.82	3.39	7.59	4.40	0.49	1.25
Dividend per share (in EUR)	0.45	0.47	0.52	0.60	0.65	0.70	0.75

# Shareholder Structure

Shareholder Structure



Shareholders



\* Supervisory Board

# The share



- > Market Cap:  
EUR 639.8 million  
as at 30 September 2025
- > Share price:  
EUR 98.00  
as at 30 September 2025
- > Average Analyst Price Target:  
EUR 127.83
- > Free Float:  
47.9 %



# adesso share: basic data

ISIN Code	DE000A0Z23Q5
WKN (national securities identification number)	A0Z23Q
Symbol / Code	ADN1
Reuters Instrument Code	ADNGk.DE
Bloomberg Symbol	ADN1:GR
First day of trading	21 June 2000
Trading platforms	Xetra, Tradegate Exchange
Market Segment	Prime Standard
Number of Shares / Share capital	6,528,220
thereof Treasury Shares	121,091
Currency	EUR
Nominal value	No share with nominal value; EUR 1.00 (mathematically)
Voting rights per Share	1
Index	SDAX, CDAX, DAXplus Family, DAXsector All Software, DAXsector Software, DAXsubsector All IT-Services, DAXsubsector IT-Services, Prime All-Share, Technology All Share, STOXX Europe ex UK Total Market
Reporting Standard	IFRS
End of fiscal year	31 Dec.
Paying Agent	DZ BANK AG, Frankfurt/Main

# Shareholdings

## adesso SE Dortmund

### IT-SERVICES

adesso's national companies or branch offices

**Austria** Vienna | 100 %  
**Belgium** Brussels | 100 %  
**Bulgaria** Sofia | 100 %  
**Finland** Espoo/Helsinki | 100 %  
**Hungary** Budapest | 100 %

**India** Cochin | 100 %  
**Italy** Milan | 100 %  
**Netherlands** Amsterdam | 100 %  
**Romania** Bucharest | 100 %

**Saudi Arabia** Riyadh | 100 %  
**Singapore** Singapore | 100 %  
**Spain** Barcelona | 100 %  
**Sweden** Malmo | 100 %

**Switzerland** Zurich | 100 %  
**Turkey** Istanbul | 100 %  
**United Arab Emirates** Dubai | 100 %  
**United Kingdom** London | 100 %

**adesso as a  
service GmbH**  
Dortmund | 100 %

**adesso business  
consulting AG**  
Hamein | 100 %

**adesso ventures  
GmbH**  
Berlin | 100 %

**alleato assekuranz-  
makler GmbH**  
Dortmund | 90 %

**KIWI Consulting  
EDV-Beratung GmbH**  
Walldorf | 100 %

**percision  
services GmbH**  
Dortmund | 100 %

**WEPEX GmbH**  
Frankfurt a. M. | 51 %

### IT-SOLUTIONS

**Afida GmbH**  
Dortmund | 82 %

**adesso banking  
solutions GmbH**  
Frankfurt a. M. | 50 %

**adesso benefit  
solutions GmbH**  
Dortmund | 80 %

**adesso health  
solutions GmbH**  
Neumuenster | 90 %

**adesso insurance  
solutions GmbH**  
Dortmund | 100 %

**adesso  
manufacturing  
Industry  
solutions GmbH**  
Dortmund | 100 %

**material.one AG**  
Augsburg | 58 %

**Reachbird  
Solutions GmbH**  
Munich | 100 %

# Executive Board (1)



**Mark Lohweber**

CEO

Mark Lohweber (born 1969) is a member of the Executive Board and is responsible for the operational business in the Banking and Insurance sectors as well as international business, including nearshoring and offshoring. As a member of the Executive Board, he is also in charge of the central areas of Corporate Account Management and Marketing. On the Executive Board, he is furthermore responsible for the adesso subsidiaries adesso insurance solutions GmbH, adesso banking solutions GmbH, adesso benefit solutions GmbH, Afida GmbH and Wepex GmbH. Lohweber has been Chairman of the Executive Board of adesso SE since the beginning of 2024. Before being appointed to the Executive Board in 2023, the trained banker and law graduate was CEO of CoCoNet AG, a leading European FinTech company. Mark Lohweber previously worked for adesso SE from 2007 to 2021, where he was responsible for various management positions.



**Benedikt Bonnmann**

Member of the Executive Board

Benedikt Bonnmann (born 1985) is a member of the Executive Board and is responsible for the operating business of the Automotive, Manufacturing Industry, Retail and Life Science sectors as well as for the Data, Analytics & AI, Digital Experience, Microsoft, SAP and Salesforce technology areas. On the Executive Board, he is as well responsible for the investments adesso business consulting AG, adesso manufacturing industry solutions GmbH, adesso Lakes GmbH, material.one GmbH and Reachbird Solutions GmbH. Before the business informatics graduate and MBA was appointed to the Executive Board in 2024, Benedikt Bonnmann had already been working for adesso since 2017 and had been responsible for building up the Data, Analytics & AI division since 2019. Before joining adesso, he was active in the field of business intelligence, data and AI consulting with a focus on SAP and founded his own consulting firm in 2010, which became part of the adesso Group in 2017.



**Kristina Gerwert**

Member of the Executive Board

Kristina Gerwert (born 1976) is a member of the Executive Board and is responsible for the central areas of Human Resources, Compliance, Corporate Administration, Corporate Buildings and Procurement. She is also in charge of the adesso subsidiary alleato assekuranzmakler GmbH. Before being appointed to the Executive Board in 2023, the economics graduate had been Head of Human Resources at adesso since 2011.



## Executive Board (2)



**Michael Knopp**  
Member of the Executive Board

Michael Knopp (born 1966) is a member of the Executive Board and is responsible for the central areas of Finance, Investor Relations and Mergers & Acquisitions. Additionally, he is responsible for the investment adesso ventures GmbH. Michael Knopp has many years of in-depth expertise in both corporate finance and information technology. The business graduate worked for many years as a member of the Management Board and Chief Financial Officer (CFO) at the listed company SUSS MicroTec SE and subsequently at Materna Information & Communications SE. Before being appointed to the Executive Board of adesso SE in January 2025, he was Managing Director and CFO of the IT service provider akquinet Holding GmbH.



**Andreas Prenneis**  
Member of the Executive Board

Andreas Prenneis (born 1965) is a member of the Executive Board and is responsible for the operating business in the Cross Industries, Public Administration, Healthcare, Energy, Lottery and Sports sectors as well as for Cloud & Operations. As a member of the Executive Board, he is also in charge of the central Legal and Group IT divisions. Moreover, he is responsible for the adesso subsidiaries adesso as a service GmbH, adesso health solutions GmbH, KIWI Consulting EDV-Beratung GmbH, medgeneering GmbH and percision services GmbH. Before being appointed to the Executive Board of adesso SE in 2015, he worked at CompuGroup Medical Deutschland, where he most recently headed various business areas as Area Vice President Telematics & AddOn.

# Supervisory Board



**Six members with  
extensive industry  
knowledge**

## **Prof. Dr. Volker Gruhn**

Chairman and  
Chairman of the Nomination Committee

## **Christoph Junge**

Chairman of the Audit Committee

## **Stefanie Kemp**

## **Michael Kenfenheuer**

## **Rainer Rudolf**

Deputy Chairman, Member of the Audit  
and Nomination Committee

## **Michael Zorc**

Co-founder of adesso, professor for Software Engineering

Group CFO of Telio BidCo Germany GmbH, the parent  
company of Telio Group, former CFO of adesso

Chief Transformation Officer and a member of the  
management board of Sana Kliniken AG, former head of  
the German operations at the US software company Oracle

Former CEO of adesso with many years of experience  
as an executive board member, independent consultant  
for information technology

Co-founder of adesso, independent consultant  
for corporate strategy and organization

Former sporting director of Ballspielverein  
Borussia 09 e.V. Dortmund (BVB) with highest level  
of management responsibility and excellent network

## Important Dates 2025/2026

Date	Event
2025-11-24/25	German Equity Forum 2025, Frankfurt/Main
2025-12-01	Berenberg European Conference 2025, London
2026-03-31	Publication of the 2025 annual report, financial press/analyst conference
2026-05-11	Publication of the Quarterly Statement Q1 2026
2026-05-12	Spring Conference 2026, Frankfurt/Main
2026-06-03	Regular ASM, Dortmund
2026-08-14	Publication of the 2026 Half-Year Report
2026-11-11	Publication of the Quarterly Statement Q3 2026
2026-11	German Equity Forum 2026, Frankfurt/Main

# Many Thanks!

**adesso SE**

Michael Knopp  
Member of the Executive Board

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