

**INVESTOR EVENT**

**INVESTOR ACCESS EVENT**

April 2026

**WAVESTONE**



# Wavestone, an international consulting firm

**5 leading geographies**

in France, Germany, Switzerland, the UK and North America



**€944m**

revenue



**6,000**

employees



**360°**

best-in-class consulting services, including industry-specific, technological and cross-functional capabilities





## Wavestone, a one-of-a-kind among global consulting players



### European DNA

from our inception in France and Germany to a worldwide expansion



### Independent

to focus on acting in the best interests of our clients



### Listed

since 2000, we have adhered to high standards of transparency, governance, sustainability and ethics



### Industry + Technology

we combine cutting-edge technology with deep knowledge of industries

# 9-months revenue stable on an organic basis, 2025/26 annual objectives confirmed

Revenue in €m unaudited data	2025/26 consolidated	2024/25 consolidated	Total change	Change at constant scope and forex basis <sup>1</sup>	
Q1	231.5	232.4	0%	-1%	
Q2	226.4	225.4	0%	0%	
Q3	247.1	240.6	+3%	+2%	▶ working day impact: +1%
<b>9 months</b>	<b>705.0</b>	<b>698.5</b>	<b>+1%</b>	<b>0%</b>	▶ almost no working day impact

<sup>1</sup> excluding Wivoo, consolidated since June 1, 2025



2025/26 objectives expressed on a constant forex basis, excluding any new acquisitions

# Outlook for the remainder of 2026

- **Usual slowdown at the beginning of the calendar year, but a better Q4 than last year's**
  - Thus, positive organic growth expected in Q4...
  - ... potentially moderated by the continued decrease in subcontracting revenue
- **Sectoral & topic trends consistent with those observed over the last months of the 2025 calendar year**
  - overall, business is more driven by topics than sectors: cybersecurity, cloud, SAP and, of course, AI
  - energy, luxury, insurance and some industry accounts continue to display the most positive trend
- **2026: towards a gradual recovery**
  - our scenario assumes a progressive recovery throughout 2026...
  - ... thereby enabling us to keep resuming our organic growth
  - however, the ongoing war in Middle East could reshuffle the deck



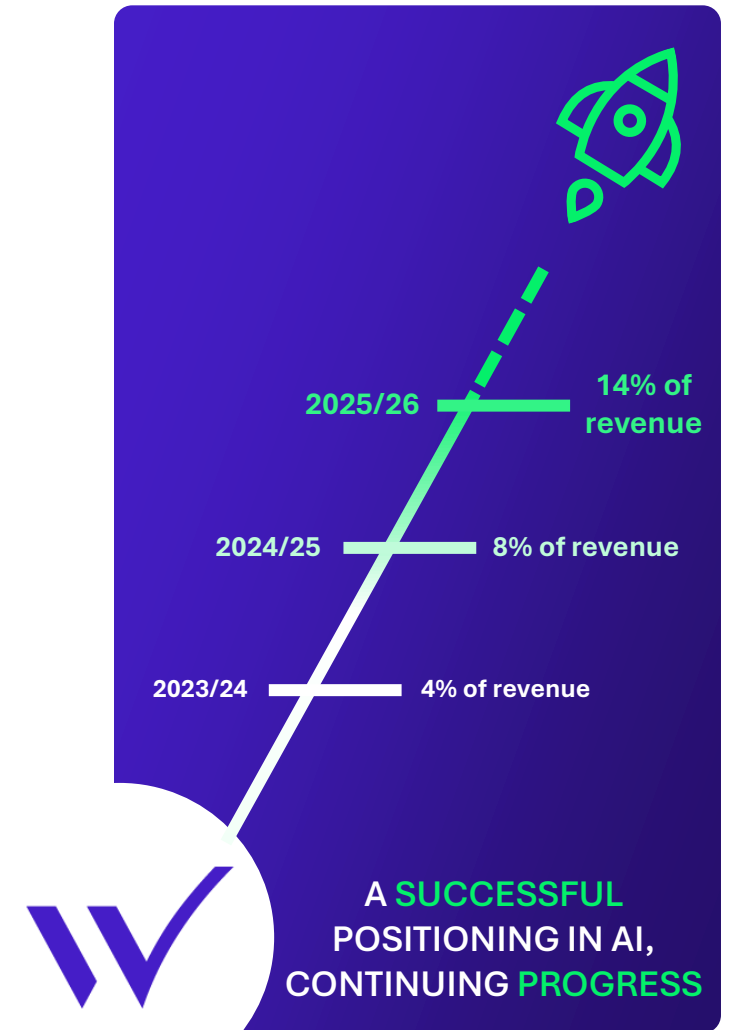
# Sustained momentum continues for AI-related projects



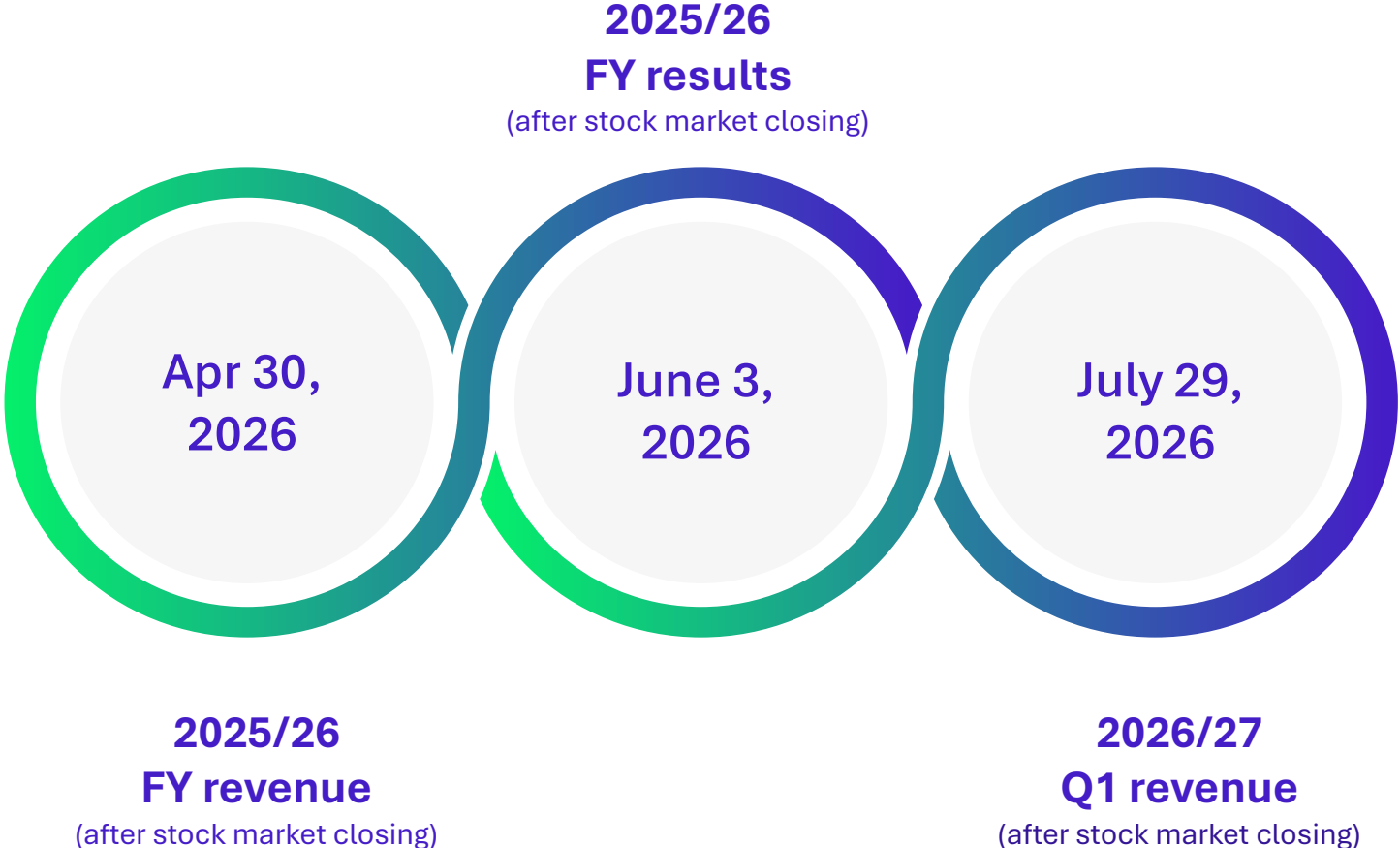
Optimization and redefinition of business processes.  
Design of models and agents, agentic factories.  
Transformation, change management, upskilling, AI for all.

Development of strategies, maturity assessment, business cases and value measurement framework.  
Definition of AI governance, operating model, and 'trust' framework.  
Support in building the AI ecosystem, partnerships, and technology watch.

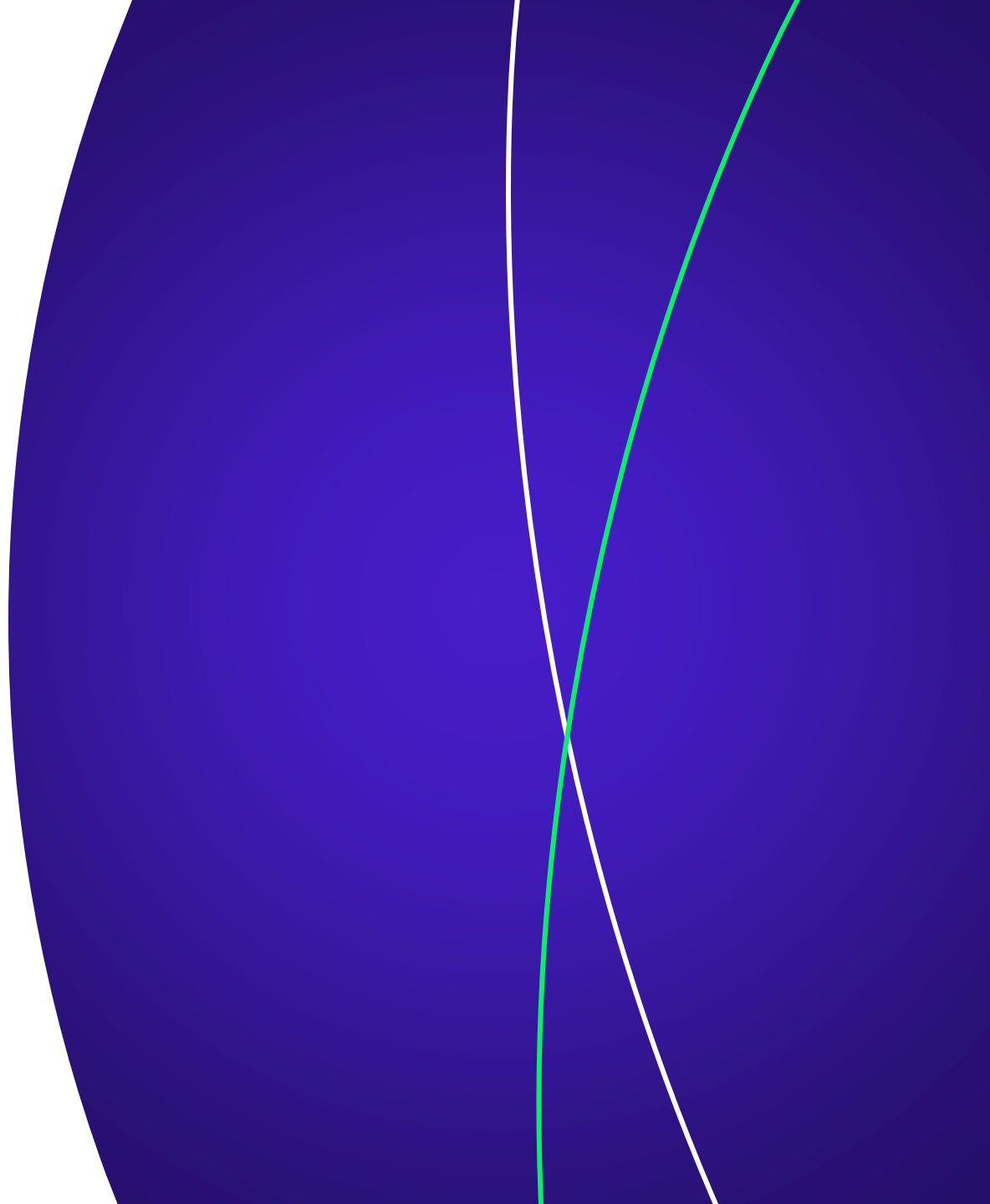
Definition, selection and deployment of data, AI and agentic platforms.  
Design of architectures and frameworks.  
Support for industrialization / scaling.



# Financial agenda



# Appendix



# Revenue up +1% over 9 months, stable on an organic basis

Revenue in €m unaudited data	2025/26 consolidated	2024/25 consolidated	Total change	Change at constant scope and forex basis <sup>1</sup>
Q1	231.5	232.4	0%	-1%
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<b>9 months</b>	<b>705.0</b>	<b>698.5</b>	<b>+1%</b>	<b>0%</b>

<sup>1</sup> excluding Wivoo, consolidated since June 1, 2025

- **Revenue up +3% in Q3 2025/26**
  - +2% revenue growth year-over-year on an organic basis
  - favorable working day impact of +1%
- **Revenue of €705.0m over the first 9 months of the 2025/26 fiscal year**
  - stable year-over-year on an organic basis
  - almost no working day impact over the period

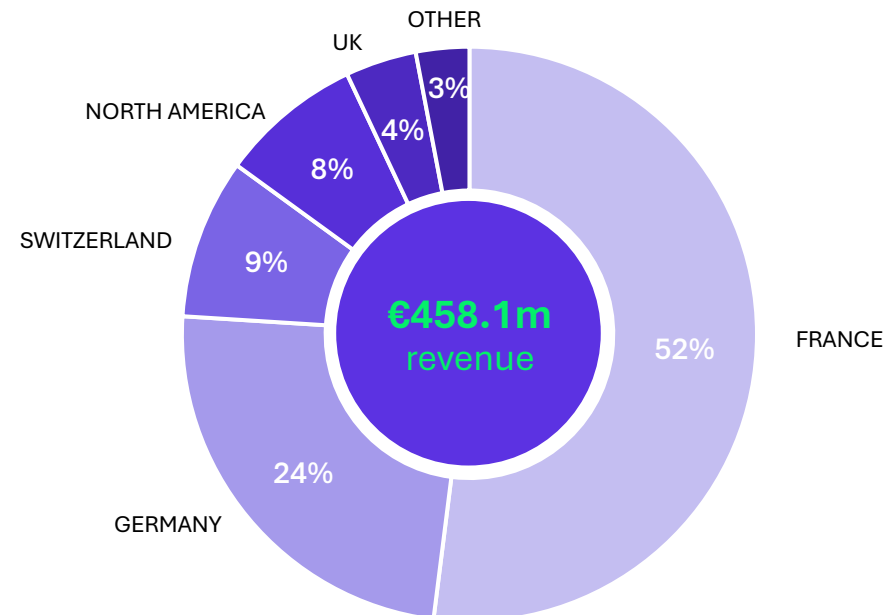
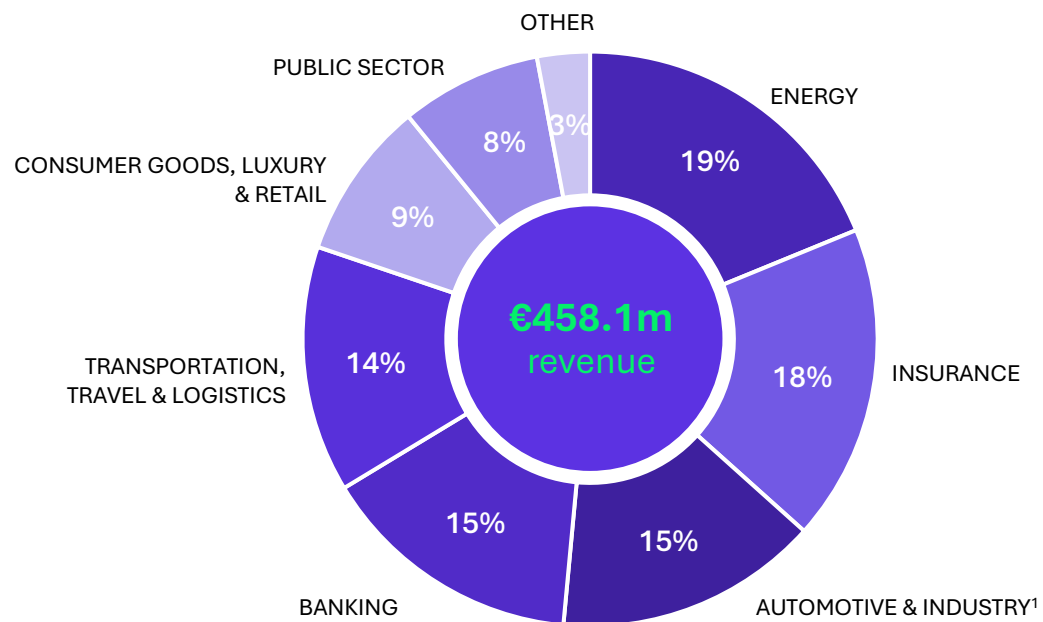


# Consultant utilization rate of 72% over 9 months; average daily rate at €938

	9 months 2025/26 (end-December)	FY 2024/25 (12 months)	
Consultant utilization rate	72%	73%	▶ significant improvement in Q3 2025/26 72% over nine months vs. 71% in H1 2025/26
Average daily rate	€938	€939	▶ almost stable vs. FY 2024/25 +1% increase on a constant scope and forex basis
Order book	4.7 months	4.2 months	▶ significant increase, as usual at the end of the calendar year vs. 3.6 months on Sept. 30, 2025, and 4.5 months on Dec. 31, 2024
Turn-over (on a rolling 12-month basis)	12%	12%	▶ compared to 13% on Sept. 30, 2025
Headcount	6,064*	6,076	▶ towards a broadly stable headcount at the end of March 2026 on a like for like basis

\*including 98 employees coming from the acquisition of Wivoo

# Distribution of revenue on September 30, 2025



## TOP-20 CLIENTS

DEUTSCHE BAHN	6%	ENGIE	2%	MUNICH RE	2%	WESTINGHOUSE	1%
EDF	6%	BNP PARIBAS	2%	L'OREAL	2%	VOLKSWAGEN	1%
CREDIT AGRICOLE	4%	CONFIDENTIAL (INSURANCE)	2%	SNCF	2%	SANOFI	1%
AXA	4%	SWISS FEDERAL RAILWAYS	2%	CHANEL	2%	HERMES	1%
TOTALENERGIES	3%	BPCE	2%	LA POSTE	1%	LINK DIGITAL	1%

<sup>1</sup> among which Automotive (5%) and Life Sciences (4%)

# Success of the combination between Wavestone and Wivoo

- **Wivoo, a leading player in Product Management consulting**
  - Wivoo supports digital and e-commerce departments in designing and launching digital, data and AI products
  - €11.5m revenue in 2024, with an adjusted EBITDA margin of 7%
  - consolidation in Wavestone's accounts since June 1, 2025
- **Wavestone and Wivoo's complementarities have strengthened our footprint at major B2C clients**
  - Wavestone's positioning in Product Management and AI/data improved thanks to Wivoo's expertise
  - Wivoo's client portfolio expanded by leveraging Wavestone's MSAs and relationships
- **Synergies are building up rapidly**
  - strong connections established between sales and consulting teams
  - win of joint projects that neither firm could have sold alone
  - focus of Wivoo on strong recruitment to secure further growth in the next fiscal year

## OUR SHARED AMBITIONS



- **Accelerate growth** within the digital activities of large clients
- **Position Wavestone as a key player** in the field of digital products

# 10.3% recurring operating margin in H1 2025/26

On Sept. 30 (in €m) Limited review	H1 2025/26 (6 months)	H1 2024/25 (6 months)	Change
<b>Revenue</b>	<b>458.1</b>	<b>457.8</b>	+0%
Subcontracting purchases	(67.5)	(75.0)	reduction of subcontracting
Personnel costs	(304.7)	(289.5)	including share-based payment expenses of €4.2m
External expenses	(28.9)	(38.5)	including share-based payment expenses of €3.1m
Taxes & duties	(3.6)	(3.4)	unusually high level linked to the integration program between Wavestone and Q_PERIOR
Depreciation, amortization and provisions	(6.8)	(5.9)	
Other current income & expenses	0.5	1.0	
<b>Recurring operating profit<sup>1</sup></b>	<b>47.1</b>	<b>46.4</b>	+1%
<i>Recurring operating margin</i>	<i>10.3%</i>	<i>10.1%</i>	

<sup>1</sup> Wavestone uses an alternative performance measure named Recurring Operating Profit (ROP), the definition of which is provided at the end of the H1 2025/26 results press release.

# +12% increase in net income, representing a net margin of 6.6%

On Sept. 30 (in €m) Limited review	H1 2025/26 (6 months)	H1 2024/25 (6 months)	Change	
<b>Recurring operating profit</b>	<b>47.1</b>	<b>46.4</b>	+1%	
Amortization of customer relationships	(3.6)	(4.4)		entirely consisting of Q_PERIOR's customer relationships
Other operating income and expenses	(0.7)	(0.5)		
<b>Operating profit</b>	<b>42.8</b>	<b>41.6</b>	+3%	
Cost of net financial debt	(0.6)	(1.6)		optimization due to the strengthening of the firm's financial situation
Other financial income and expenses	(1.3)	(1.7)		
Tax expenses	(10.5)	(11.0)		
<b>Net income</b>	<b>30.4</b>	<b>27.3</b>	+12%	
<i>Net margin</i>	6.6%	6.0%		
<b>Group share of net income</b>	<b>30.3</b>	<b>27.2</b>	+11%	
<i>Earnings Per Share (in €)</i>	1.24	1.11	+12%	

# Cash flow from business activities strongly up to €21.8m in H1 2025/26

On Sept. 30 (in €m) Limited review	H1 2025/26 (6 months)	H1 2024/25 (6 months)	
<b>Self-financing capacity before costs of net financial debt &amp; tax</b>	<b>55.2</b>	<b>54.3</b>	
Tax paid	(10.4)	(22.1)	
Change in trade receivables and trade payables	7.5	(1.0)	→ slight decrease of 2% in DSO
Change in other working capital items	(30.5)	(28.8)	→ usual reduction in employee-related liabilities in H1
<b>Net operating cash flow</b>	<b>21.8</b>	<b>2.5</b>	
<b>Net investing cash flow</b>	<b>(12.0)</b>	<b>(37.8)</b>	
of which fixed asset acquisitions	(1.4)	(2.2)	→ acquisition of Wivoo
of which changes in scope	(10.6)	(35.6)	
<b>Net financing cash flow</b>	<b>(55.6)</b>	<b>8.6</b>	
of which dividends paid	(11.5)	(10.1)	→ share buy-back program anticipated in January 2025
of which sales (acquisitions) of company shares	0.1	(6.4)	
of which net repayments of financial loans	(37.7)	31.2	
of which repayments of lease liabilities	(4.8)	(4.1)	→ early repayment in bank debt
<b>Net change in cash and cash equivalents</b>	<b>(45.9)</b>	<b>(26.7)</b>	

## Net cash of €18.0m on September 30, 2025

On Sept. 30 (in €m) Limited review	Sept. 30, 2025	March 31, 2025
<b>Non-current assets</b>	<b>628.3</b>	<b>629.5</b>
of which goodwill	519.1	512.5
of which customer relationships	62.6	66.2
of which rights-of-use assets	22.5	25.3
<b>Current assets</b>	<b>272.7</b>	<b>272.1</b>
of which trade receivables	245.1	250.2
<b>Cash &amp; cash equivalents</b>	<b>33.5</b>	<b>78.3</b>
<b>TOTAL ASSETS</b>	<b>934.5</b>	<b>979.9</b>

On Sept. 30 (in €m) Limited review	Sept. 30, 2025	March 31, 2025
<b>Shareholders' equity</b>	<b>645.4</b>	<b>633.4</b>
of which minority interests	1.4	1.4
<b>Financial liabilities</b>	<b>15.6</b>	<b>52.8</b>
of which less than one year	14.9	7.8
<b>Lease liabilities</b>	<b>25.0</b>	<b>28.0</b>
<b>Non-financial liabilities</b>	<b>248.5</b>	<b>265.8</b>
<b>TOTAL LIABILITIES</b>	<b>934.5</b>	<b>979.9</b>

**Net cash: €18.0m<sup>1</sup>**

compared with €25.6m net cash on March 31, 2025

<sup>1</sup> Excluding IFRS 16 lease liabilities.

# Wavestone remains in the top 5% of the best CSR performing companies in 2024/25

- **Most of the CSR objectives achieved at constant scope (excluding Q\_PERIOR and Aspirant Consulting)**

- NPS® improved to 77
- Great Place to Work® positions strengthened
- 10,000 person-days dedicated to support 140 impactful projects with 54 non-profit organizations
- carbon footprint reduction targets overachieved on scopes 1, 2 & 3



- employee engagement index stood at 64 against a target score of 70
- proportion of women in management positions reached 35.5% versus an objective of 37%



- **All CSR objectives surpassed for the former Q\_PERIOR scope**

- women’s representation in management positions up 2.5 percentage points
- carbon footprint associated with air travel reduced by 26%

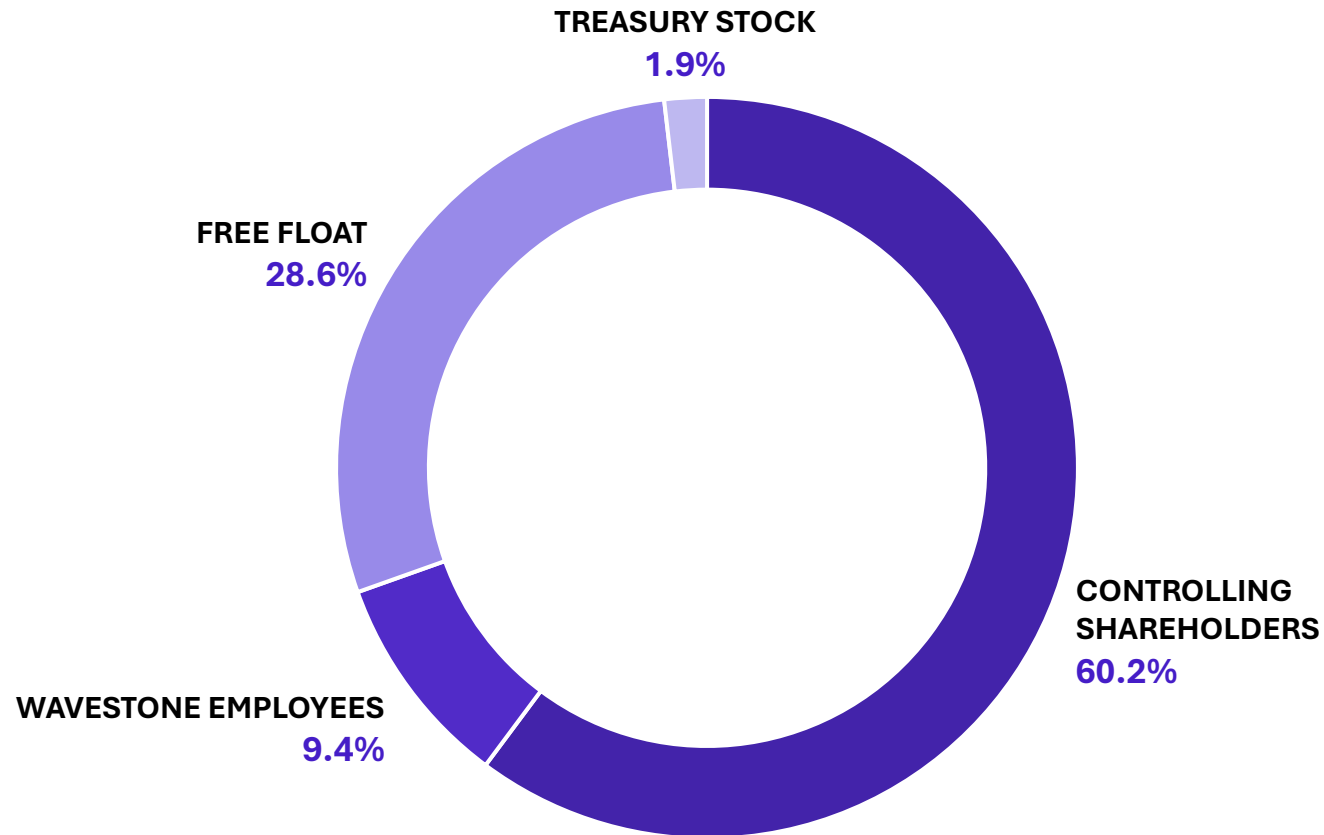
## Overall, Wavestone consolidated its position in the Top 5% of the best performing companies

- Ethifinance ESG Ratings<sup>1</sup>: 78/100
- Ecovadis: 80/100



<sup>1</sup> Ex “Gaia Research”

# Breakdown of share capital on March 31, 2025



Number of shares: **24,906,332**

No potential dilution



# New CSR strategy as part of our first CSRD sustainability statement

- A year dedicated to our double materiality assessment, in compliance with the European Corporate Sustainability Reporting Directive (CSRD) – 6 strategic topics standing out



Sustainability in core business



Talent growth & retention



Cybersecurity & data protection



Client trust and quality of service



Well-being & health at work



Business ethics, compliance & transparency

- Our sustainability strategy re-expressed around 3 pillars

## OUR CLIENTS

being a responsible consultancy committed to putting sustainability at the heart of its business



## OUR PEOPLE

being a committed employer that cultivates a stimulating, healthy, and inclusive workplace, where continuous learning is fostered





## THE WORLD AROUND US

being a corporate citizen striving to make a positive impact



WAVESTONE

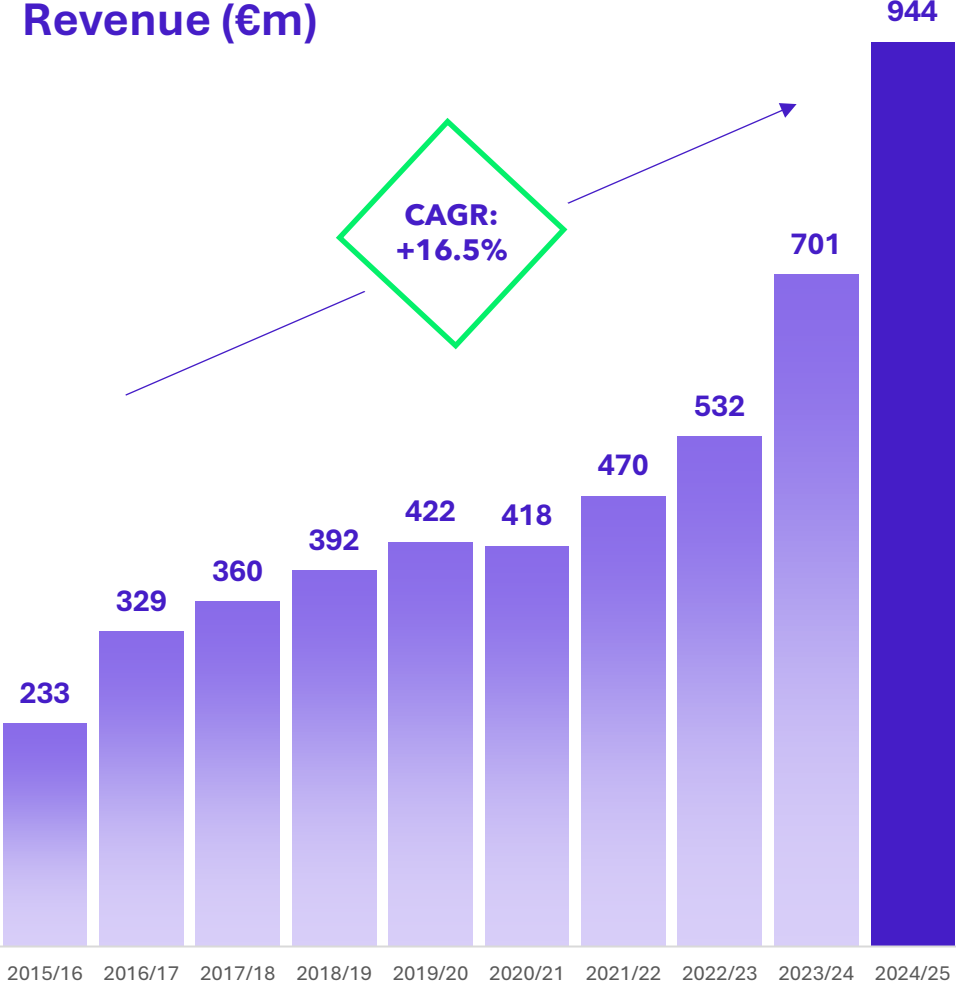
# 2025/26 CSR objectives: 4 improvement priorities while maintaining our strengths

CSR commitments	Indicator	2024/25 Wavestone performance <sup>1</sup>	2025/26 targets
 <p><b>Our clients</b></p> <p>“A <b>responsible consultancy</b> committed to putting sustainability at the heart of its business”</p>	% of consultants and sales trained in Responsible Consulting	<i>Constant perimeter: 41%</i>	<b>80%</b>
	Net Promoter Score <sup>®</sup> (-100 to +100)	71	60
	% of employees trained in Business Ethics	<i>Constant perimeter: 96%</i>	90%
 <p><b>Our people</b></p> <p>“A <b>committed employer</b> that cultivates a stimulating, healthy, and inclusive workplace, where continuous learning is fostered”</p>	Employee Engagement Index (0 to 100)	69	<b>70</b>
	% of staff turnover	12%	15%
	% of women in management positions	32.5%	<b>33%</b>
 <p><b>The world around us</b></p> <p>“A <b>good corporate citizen</b> striving to make a positive impact”</p>	% of reduction in <b>carbon footprint</b> compared with 2019/20		
	- Scopes 1 & 2 in absolute value	-6%	<b>-17%</b>
	- Scope 3 in intensity	-40%	<b>-35%</b>
	# person-days dedicated to pro-bono projects	10,162	10,000

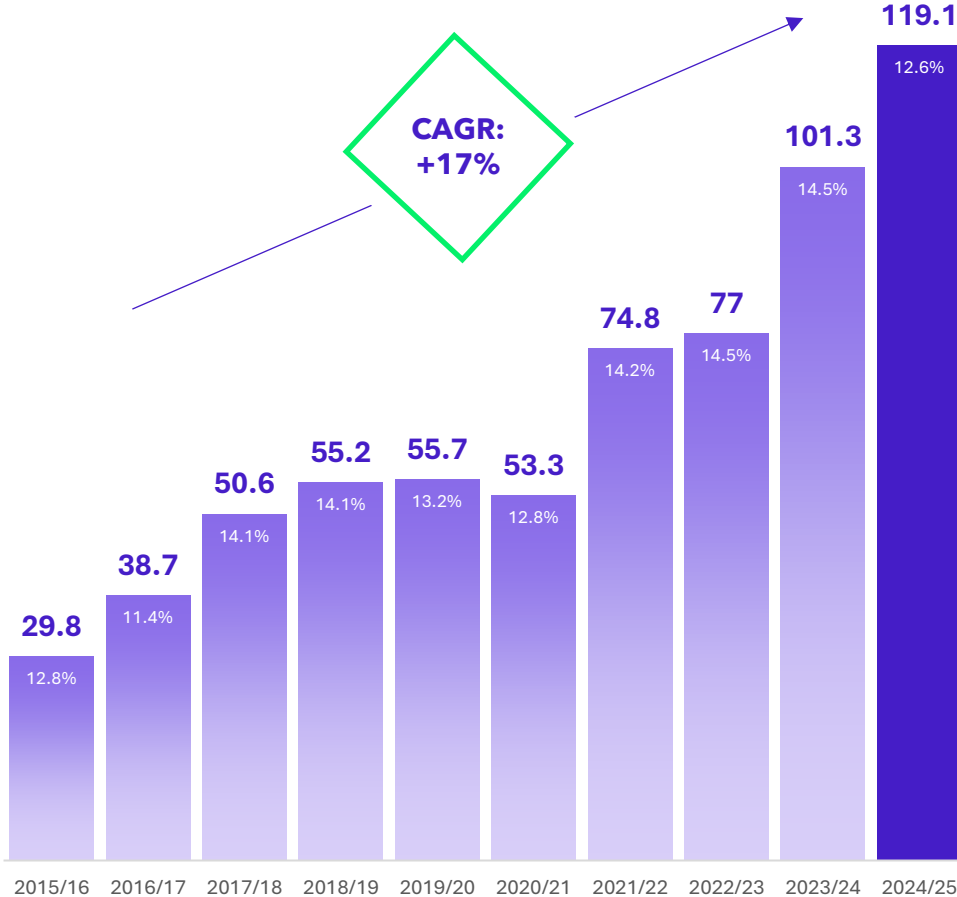
<sup>1</sup> 2024/25 Wavestone performance is computed on the total scope unless stated otherwise.

# A solid financial track-record

Revenue (€m)



Recurring Operating Profit<sup>(1)</sup> (€m)



(1) Recurring Operating Profit (ROP) is an alternative performance measure obtained by deducting from revenue the operational expenses related to current activities, including share-based payments to employees. Amortization of customer relationships is not deducted from ROP, nor are non-recurring income and expenses. The latter includes, in particular, income or expenses related to business acquisitions or divestitures, as well as income or costs associated with unoccupied premises. Recurring operating margin is obtained by dividing ROP by revenue.

# Succession of Wavestone's General management

- **Continuation of the work on the succession plan throughout 2024/25**
  - scenario prepared by the Nominations committee and Pascal Imbert
  - support from a specialized firm (Spencer Stuart)
  - succession plan approved by the Board of directors on June 2, 2025
- **Planned organization of Wavestone's future General management**
  - Karsten Höppner, Chief Executive Officer (current Deputy Chief Executive Officer of Wavestone, former CEO of Q\_PERIOR)
  - Benoît Darde, Deputy Chief Executive Officer (current member of Wavestone's Executive committee)
  - organization to become effective as of July 2026, after the 2026 Annual general meeting
- **Separation of the Chairman and CEO roles**
  - Pascal Imbert to remain Chairman of the Board of directors after the 2026 AGM

## Planned governance of Wavestone after the 2026 AGM



**Pascal Imbert**

Chairman of the Board of directors



**Karsten Höppner**

Chief Executive Officer



**Benoît Darde**

Deputy Chief Executive Officer

# Karsten Höppner



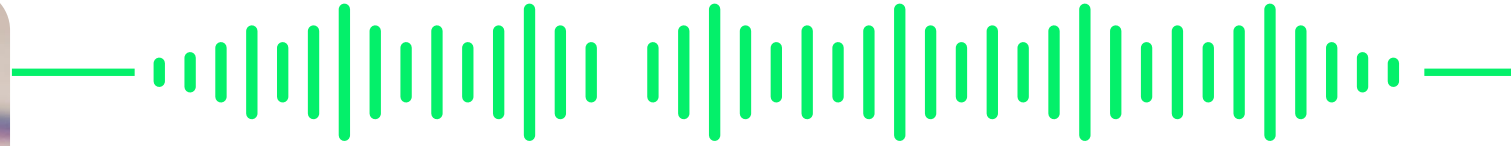
Born in July 1967, Karsten Höppner holds an engineering degree from the University of Applied Sciences in Berlin and an MBA from the Pennsylvania State University. He launched his consulting career at Andersen Consulting (later known as Accenture) in 1992.

In 1995, Karsten Höppner co-founded ESPRiT Consulting AG, a management and IT consulting firm specializing notably in the implementation and optimization of SAP solutions. Based in Munich, the firm experienced significant growth, reaching €40 million in revenue in 2010, with expansion into Switzerland, Austria, Canada, and the United States.

In 2011, ESPRiT Consulting AG merged with agens group to create Q\_PERIOR. Karsten Höppner served as CEO and led a strategic repositioning of the firm by developing industry-specific expertise (insurance, banking, transportation & travel, automotive industry), while maintaining top-tier IT and SAP know-how.

By combining sustained organic growth and targeted acquisitions, Q\_PERIOR reached €330 million in revenue in 2023 before merging with Wavestone. Karsten Höppner then joined the company's General management team alongside Pascal Imbert and Patrick Hirigoyen, as Deputy CEO, dividing his time between the Munich and Paris offices.

# Benoît Darde



Benoît Darde was born in October 1972. An ESIEA graduate, he joined Wavestone in 1999 after gaining initial experience in the service industry. He began his career focusing on IT infrastructure, covering telecom, workplace solutions, and data centers.

He then broadened his expertise to large companies' IT transformation, with an emphasis on organizational change, sourcing strategies, and operational excellence.

He thus built a solid expertise in managing large-scale transformation projects, which he has continuously enhanced since then, first in the IT and digital field, and later in the financial services sector.

Since joining Wavestone's executive committee in 2012, Benoît Darde has successfully led numerous integration projects resulting from external growth in France, Switzerland, and the UK. Benoît Darde currently oversees the Financial Services activities in France, as well as the offices in London, Geneva, and Nantes.

Since 2018, he has served as an administrator representing Wavestone within the French professional union Numeum, and joined its executive committee in 2023.

**Pascal Imbert**  
CEO

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