

KEPLER CHEUVREUX AUTUMN CONFERENCE 2026

September 2026

WAVESTONE



Wavestone, a one-of-a-kind player among global consulting firms

€950m

revenue



6,000

employees



3 key regions

France, GSA, and US/UK



High value

consulting services for tier-1 clients





Business + technology
we combine leading-edge technology expertise
with deep industry knowledge



AI-embedded
in all our offerings and ways of working

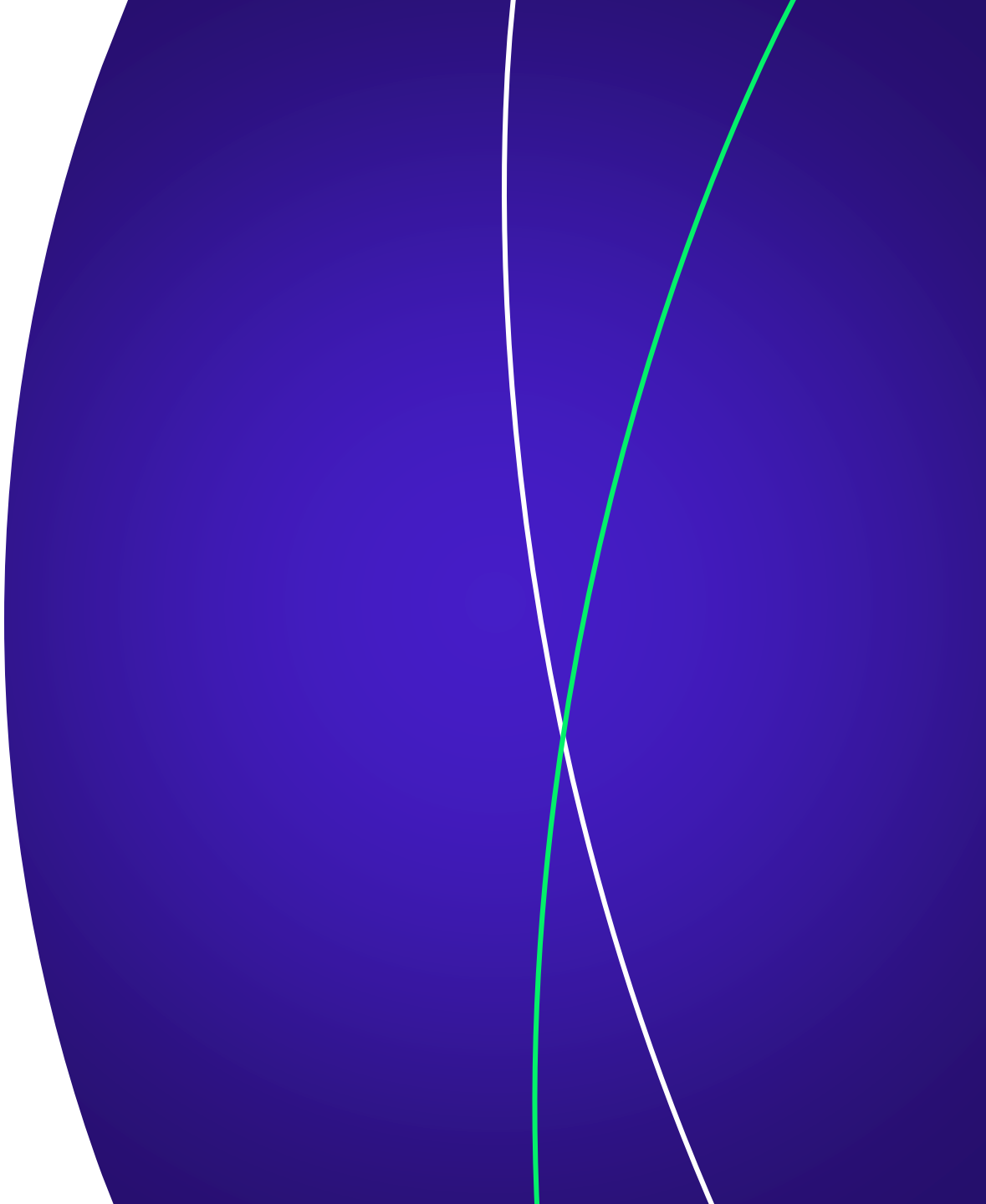


Independent & listed
driven solely by our clients' interests while maintaining
high standards of governance and transparency



European DNA
from our inception in France and Germany
to a worldwide expansion

Note: Revenue relates to fiscal year 2025/26 (April 1, 2025 to March 31, 2026)



1.

2026/27 Q1 & outlook

Q1 2026/27 revenue down 2% to €227.0m

Revenue in €m Unaudited data	2026/27 consolidated	2025/26 consolidated	Change	Change at constant scope and exchange rates
1 st quarter	227.0	231.5	-2%	-2%

Revenue down 2% in Q1 2026/27

- also down 2% organically¹
- no working day impact over the period

¹ excluding Wivoo, consolidated since June 1 2025, and at constant exchange rates

Consultant utilization rate of 71%, average daily rate of €926

	Q1 2026/27 (end-June)	FY 2025/26 (end-March)	
Consultant utilization rate	71%	72%	▶ a challenging start to FY 2026/27
Average daily rate	€926	€938	▶ down -1.3% vs. FY 2025/26
Order book	4.5 months	4.4 months	▶ 4.3 months on June 30, 2025
Turn-over	12%	12%	▶ on a rolling 12-month basis
Headcount	6,122	6,111	

A challenging start to FY 2026/27

A difficult start to FY 2026/27

- marked by an insufficient utilization rate

Client investment is shifting faster toward AI projects, to the detriment of other areas

- Wavestone is particularly impacted as a consulting firm whose activity primarily depends on clients' investments
- pressure on overall activity
- growth in AI-related projects, representing 22% of Q1 2026/27 activity (vs. 17% over FY 2025/26), is not yet offsetting the decline in other activities

Mixed performance across geographies

- France: growth of approximately 5%
- GSA region (Germany – Austria – Switzerland): decline of approximately 5%, notably due to the continued reduction in subcontracting
- US / UK: sharp decline in revenue, reflecting lower UK activity last year and a temporary slowdown in the US due to client decision postponements, despite a strong pipeline of sales opportunities



2026/27 priorities reaffirmed

Accelerate the shift toward AI

- the scale and pace of the shift in client projects toward AI are greater than anticipated
- need to better capture the reallocation of investments

Broaden our AI transformation offerings

Accelerate the redeployment of our teams toward AI-related activities



MAKE AI THE FIRM'S
MAIN GROWTH DRIVER

Strengthen the quality and rigor of our execution

Allocate our resources to the most promising clients and topics

Improve day-to-day operational steering

Accelerate decision implementation



TAKE A STEP FORWARD
IN IMPROVING OUR
OPERATIONAL EFFICIENCY



AI Builders: targeted acquisition of a French AI and data player

AI Builders, a leading French AI & data strategy consulting firm

- founded in 2019, ~50 consultants
- supports senior executives at tier-1 clients in defining, organizing and scaling their AI transformations
- expertise spanning strategy, governance, *AI product management*, delivery and change management
- target revenue of €10.3m in 2026, with an adjusted EBITDA margin of 15%

Transaction terms

- acquisition of 100% of AI Builders' share capital, financed entirely in cash
- acquisition price: €19.3m enterprise value
- consolidated as of August 1, 2026



Expand our **client base** and AI **decision-maker base**



Broaden **Wavestone's AI value proposition**



Transaction fully aligned with **Lead the shift**

2026/27 financial target adjustment

The scale of the transformation required could weigh more than anticipated on the firm's performance



FY 2025/26 results | Outlook 2026/27 | Strategic Plan

APPENDIX

Recurring operating margin of 12.6% in 2025/26

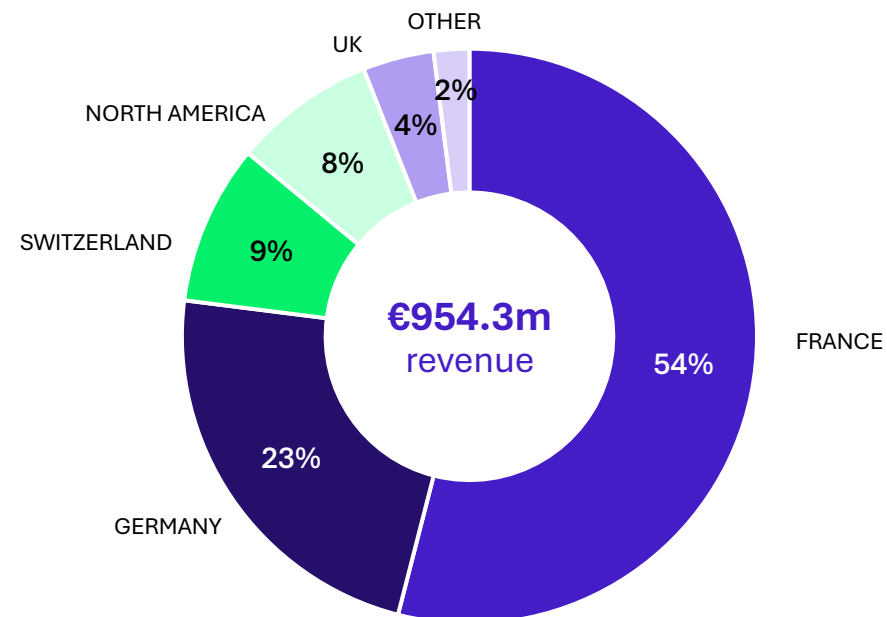
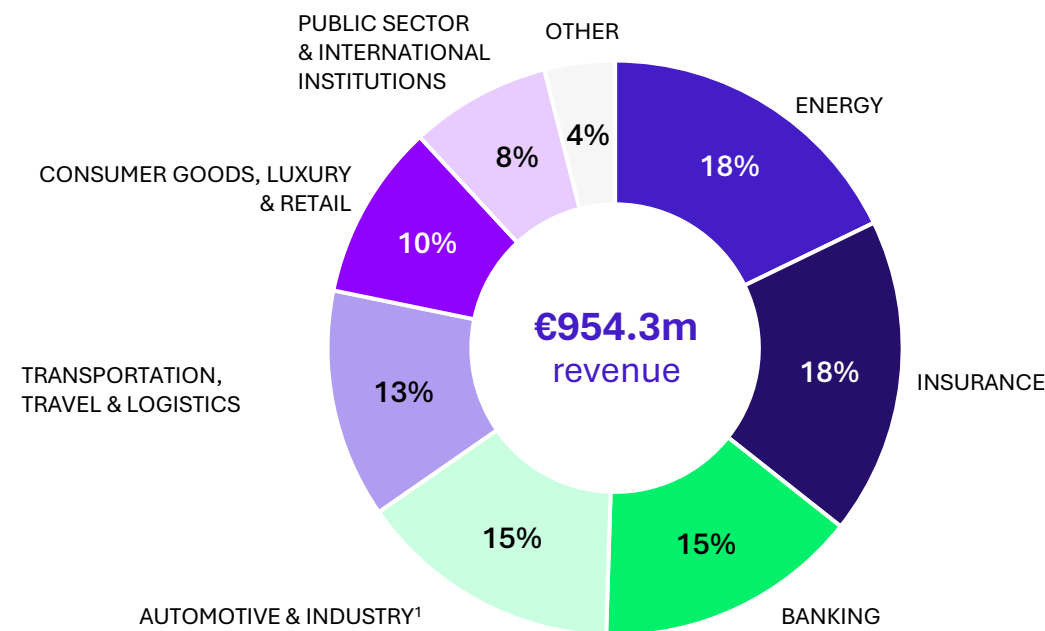
Audited data on March 31 (in €m)	2025/26 (12 months)	2024/25 (12 months)	Change
Revenue	954.3	943.7	+1%
Personnel costs	(621.2)	(595.4)	
Subcontracting purchases	(133.9)	(145.0)	
External expenses	(59.2)	(66.4)	
Net depreciation, amortization and provisions	(12.9)	(10.9)	
Taxes and duties	(8.6)	(8.2)	
Other recurring operating income and expenses	1.4	1.2	
Recurring operating profit¹	119.9	119.1	+1%
<i>Recurring operating margin</i>	<i>12.6%</i>	<i>12.6%</i>	

¹ Wavestone uses an alternative performance measure called Recurring Operating Profit (ROP), the definition of which is provided at the end of the press release relating to FY 2025/26 results.

+8% increase in net income, leading to a net margin of 8.6%

On March 31 (in €m) Audited data	2025/26 (12 months)	2024/25 (12 months)	Change	
Revenue	954.3	943.7	+1%	
Recurring operating profit	119.9	119.1	+1%	
Amortization of customer relationships	(7.2)	(8.4)		entirely consisting of Q_PERIOR's customer relationships
Other operating income and expenses	(1.2)	(1.1)		
Operating profit	111.5	109.6	+2%	
Cost of net financial debt	(0.5)	(3.2)		reflecting the firm's improved financial position
Other financial income and expenses	(1.6)	(3.1)		
Tax expenses	(27.2)	(27.3)		mainly consisting of interest expenses related to lease liabilities (IFRS 16)
Net income	82.1	75.9	+8%	
<i>Net margin</i>	8.6%	8.0%		
Group share of net income	82.0	75.6	+9%	
<i>Earnings Per Share (in €)</i>	3.34	3.09	+8%	

Distribution of revenue on March 31, 2026



TOP-20 CLIENTS

DEUTSCHE BAHN	5%	ENGIE	3%	L'OREAL	2%	LA POSTE	1%
EDF	5%	BNP PARIBAS	2%	CHANEL	2%	SAINT GOBAIN	1%
CREDIT AGRICOLE	4%	CONFIDENTIAL (INSURANCE)	2%	SNCF	2%	VOLKSWAGEN	1%
AXA	3%	BPCE	2%	MUNICH RE	2%	SAFRAN	1%
TOTALENERGIES	3%	SBB	2%	HERMES	1%	LINK DIGITAL	1%

¹ among which Automotive (4%) and life sciences (4%)

2025/26 annual revenue of €954.3m, up +1%

	FY 2025/26 (end-March)	FY 2024/25 (end-March)	
Revenue	€954.3m	€943.7m	▶ 2025/26 revenue up +1% on an organic basis (without the contribution of Wivoo and restated from the negative forex effect)
Consultant utilization rate	72%	73%	▶ utilization under pressure throughout the year
Average daily rate	€938	€939	▶ up +1% on a constant scope and forex basis (€947)
Order book	4.4 months	4.2 months	▶ vs. 3.6 months on September 30, 2025
Headcount	6,111	6,076	▶ including 98 coming from the acquisition of Wivoo around 900 gross hires over the fiscal year
Turn-over	12%	12%	▶ to be compared to a normative level of 15%

Strong improvement in WCR

On March 31 (in €m) Audited data	2025/26 (12 months)	2024/25 (12 months)	
Self-financing capacity before costs of net financial debt & tax	139.4	133.4	
Tax paid	(25.5)	(38.2)	
Change in trade receivables and trade payables	16.4	(11.9)	} Change in WCR: +€17.8m, compared to -€5.9m last fiscal year
Change in other working capital items	1.4	6.0	
Net operating cash flow	131.8	89.3	
Net investing cash flow	(12.7)	(48.7)	
of which fixed asset acquisitions	(2.3)	(4.8)	
of which changes in scope	(10.6)	(44.0)	→ acquisition of Wivoo
Net financing cash flow	(77.1)	(40.2)	→ payment of Q_PERIOR's and Aspirant's earn-outs
of which dividends paid	(11.3)	(9.4)	
of which sales (acquisitions) of company shares	0.0	(12.2)	
of which net repayments of financial loans	(53.7)	(5.6)	→ early repayment of bank debt
of which repayments of lease liabilities	(9.7)	(8.1)	
Net change in cash and cash equivalents	42.0	0.4	

Free cash flow of €118.9m in 2025/26

On March 31 (in €m) Audited data	2025/26 (12 months)	2024/25 (12 months)	
Net operating cash flow	131.8	89.3	
Net investing cash flow (excluding Impact of changes in consolidation scope) ¹	(2.1)	(4.7)	
Repayment of lease liabilities	(9.7)	(8.1)	
Net interest paid on lease liabilities	(1.0)	(1.1)	
Purchase of treasury shares (coverage of employee share plans)	(0.0)	(12.2)	exceptional share buy-back campaign launched in January 2025 in anticipation of future free share plans
Free cash flow	118.9	63.2	

Free Cash Flow is an alternative performance measure designed to assess Wavestone's ability to generate sustainable cash flow from operations, after funding the ongoing requirements of the business model.

It is defined as net operating cash flow adjusted for:

- Net investments in tangible and intangible assets (excluding M&A);
- Lease-related cash outflows under IFRS 16 (including principal repayments and interest), to reflect Wavestone's underlying rental commitments and;
- Purchases of treasury shares related to free share plans, which are considered a recurring component of Wavestone's operating cost base.

¹ Corresponds to the net investing cash flow of €12.7m adjusted for the impacts of changes in consolidation scope amounting to €10.6 (vs. €48.7m and €44.0m, respectively, for the same period last year).

Net cash of €121.4m on March 31, 2026

Audited data on 03/31 (in €m)	03/31 2026	03/31 2025
Non-current assets	621.1	629.5
of which goodwill	519.3	512.5
of which client relationships	59.0	66.2
of which right-of-use assets	18.0	25.3
Current assets	254.4	272.1
of which trade receivables	234.1	250.2
Cash & cash equivalents	121.4	78.3
TOTAL ASSETS	996.9	979.9

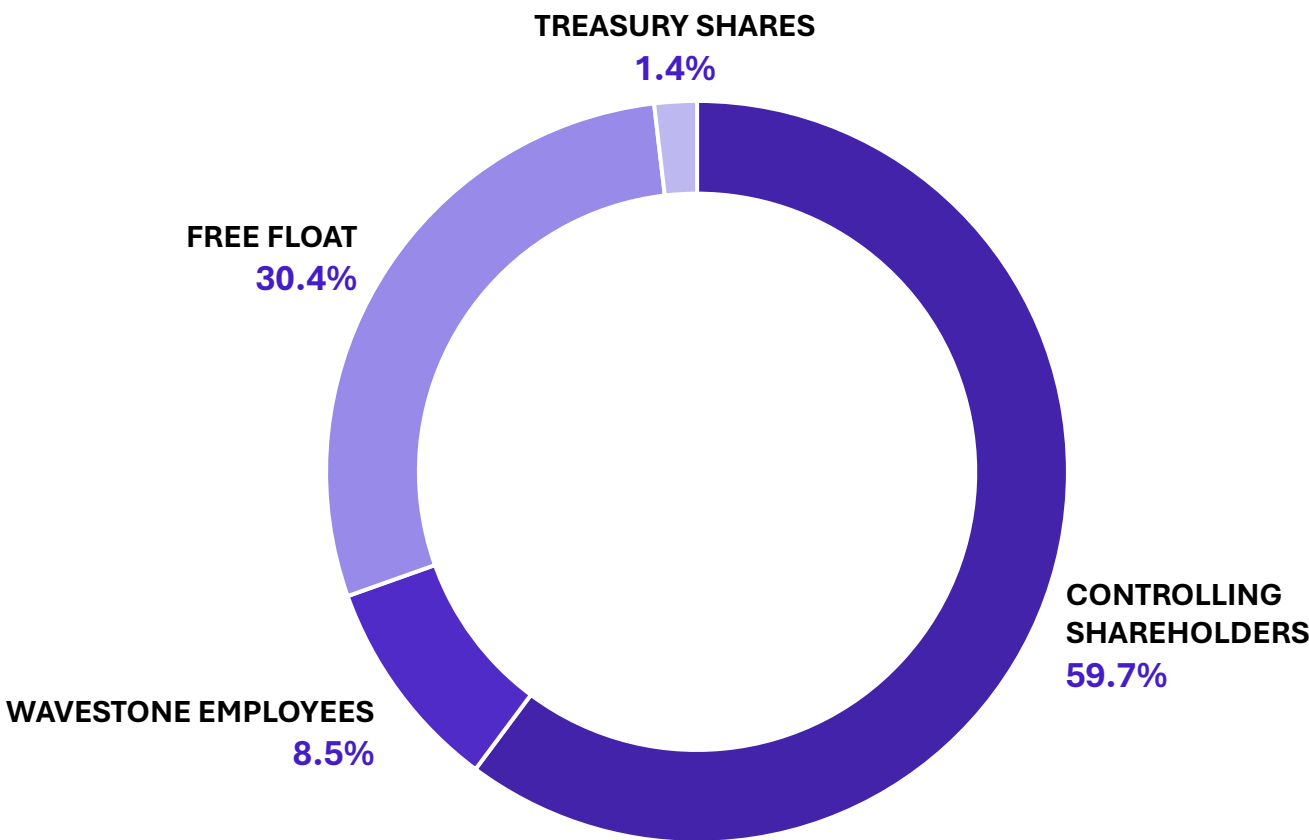
Audited data on 03/31 (in €m)	03/31 2026	03/31 2025
Shareholders' equity	702.5	633.4
of which minority interests	1.2	1.4
Financial liabilities	0	52.8
of which less than one year	0	7.8
Lease liabilities	20.2	28.0
Non-financial liabilities	274.2	265.8
TOTAL EQUITY & LIABILITIES	996.9	979.9

Net cash: €121.4m¹

compared with €25.6m¹ on March 31, 2025

¹ Excluding IFRS 16 lease liabilities.

Breakdown of share capital on March 31, 2026



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

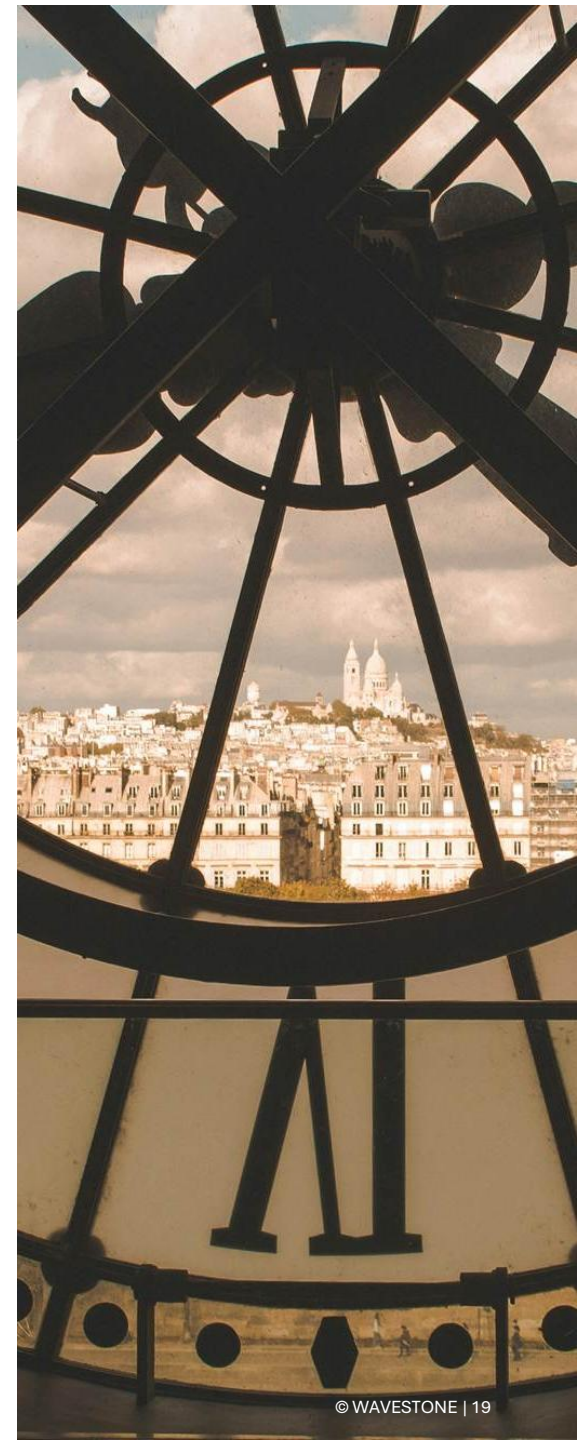
No potential dilution



Dividend
€0.50 per share (+9%)

Update on Wavestone's General Management transition

- **A defining moment for Wavestone**
 - persistent uncertainty and volatility in market conditions
 - delays in the firm's performance improvement
 - AI emerging fast, a major business opportunity... and new challenges to face
- **Decision from the Board of Directors to adjust the General Management transition plan**
 - in light of these multiple stakes
 - while initiating the management transition process (Benoît Darde to become Deputy-CEO)...
 - ...decision to defer the CEO transition for the time being
- **Planned organization of Wavestone's General management as of August 1st**
 - Pascal Imbert, Chairman of the Board and Chief Executive Officer
 - Karsten Höppner and Benoît Darde, Deputy Chief Executive Officers
 - continuity of a three-members executive team...
 - ...able to address current challenges while launching *Lead the shift*
- **CEO transition between Pascal Imbert and Karsten Höppner to take place in two years**
 - once the firm has successfully navigated this defining moment



Two major structural shifts dramatically changing client priorities

Geopolitical

From decades of globalization to an increasingly fragmented landscape

For clients

From 'global – lean – just in time'...
...to 'resilience – autonomy – agility'

AI

A new industrial and societal revolution, at an unprecedented speed

For clients

Redesign operations
Rethink products and services
Anticipate disruptions
Prepare to AI-native competitors

Lead the shift: a three-pillar strategy for 2030

01



**Reignite
momentum**

**Return to 5% organic growth and
firm's profitability standard
by the end of the plan**

Resume external growth

02



**Take a new step in
Wavestone's international
expansion**

**Concentrate investments in
3 key regions: France, GSA, US/UK**

**3 profitable and powerful engines
to build the firm's future
development**

03



**Position Wavestone
at the forefront of
AI transformation**

**Make AI the new growth
driver of Wavestone**

AI, also a transformation imperative for Wavestone itself



Deliver an ambitious AI upskilling program

Across the firm, everyone fluent in AI thanks to AI&Me



Become a pioneer firm in Wavestone's own operations

Target best-in-class AI ways of working



Fully embrace AI in consulting engagements

- enhance « value-for-money » delivered to clients
- proactively disrupt the offerings that are no longer relevant

Revenue impact at 2030 horizon

Wavestone's assumptions based on analysis of our current business

- | | |
|---|---------------------|
| • Disrupted offerings | -15% |
| • Volume deflation | -10% ⁽¹⁾ |
| • AI transformation additional business | >>+25% |

(1) up to 20% productivity increase, less than half of it impacting revenue

Growth should remain ultimately linked to client budgets increase

Lead the shift targets



€1.4bn in revenue

of which €350m in GSA
 €350m in US/UK



14% to 16% of recurring operating margin

by the end of the plan



Top 5% of best companies

in terms of non-financial performance

- Some headroom in the roadmap to keep short-term flexibility in an uncertain environment
- €100m of OPEX invested on AI
- Up to €800m of CAPEX for external growth
- Financed by company's cash-flows and potentially bank credit lines

Lead the shift, the next chapter of Wavestone's development

Becoming a leader in **AI transformation** for tier-1 clients

Taking a new step in the **internationalization** of the firm

Solid CSR results in 2025/26

All CSR objectives achieved or over-achieved at total scope (excluding Wivoo)



- outstanding NPS® at 81 (+10 pts)
- 85% employees trained to Responsible Consulting
- employee engagement index improvement (+1 pt) at target score of 70
- 1.5 pt progression of women representation in management positions (34%)
- carbon footprint reduction targets overachieved on scopes 1, 2 & 3

Significant progress on the group's CSR roadmap

- HR: establishing a group Learning team & roadmap including new AI training programs
- Societal: formalization of a responsible procurement policy and associated targets
- Environment: publication of the first climate transition plan in the 2025–26 sustainability report

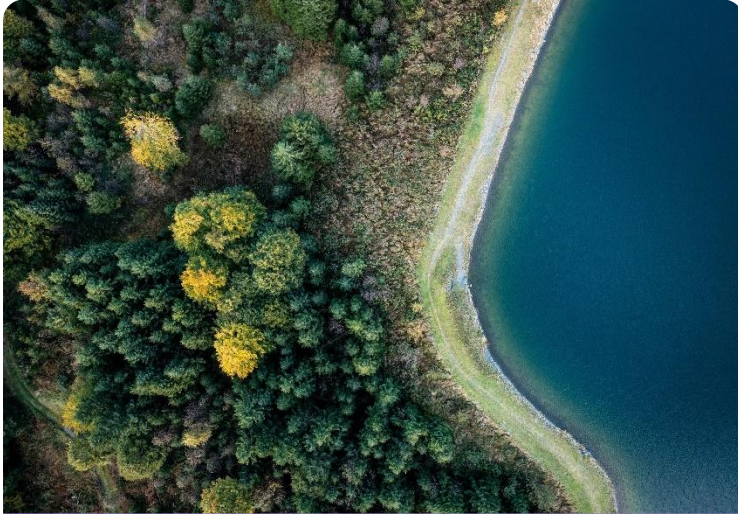
Overall, Wavestone confirms its position in the Top 5% of the best performing companies in Ethifinance ESG Ratings¹ (score: 86/100)

Despite a decrease in the EcoVadis score to 72/100, related to sustainable procurement practices maturity



¹ Ex “Gaïa Research”

Our CSR priorities for 2026/27



Materialize Responsible consulting impact

- Monitor the implementation across all projects
- Develop and roll-out Responsible AI recommendations



Deliver our HR ambitions

- Secure improvements in employee engagement
- Reach a new milestone in our training ambition, particularly in AI
- Accelerate the feminization of leadership positions by 2030



Review of our SBTi decarbonization short-term target

- Secure the achievement of our short-term SBTi target (FY26/27)
- Rechallenge our SBTi path to net zero

2026/27 CSR objectives: 3 improvement priorities while maintaining our strengths

	CSR commitments	Indicator	2025/26 Wavestone performance ¹	2026/27 targets
	Our clients “A responsible consultancy committed to putting sustainability at the heart of its business”	% of consultants and sales trained in Responsible Consulting	85%	90%
		Net Promoter Score [®] (-100 to +100)	81	70
		% of employees trained in Business Ethics	96%	95%
	Our people “A committed employer that cultivates a stimulating, healthy, and inclusive workplace, where continuous learning is fostered”	Employee Engagement Index (0 to 100)	70	72
		% of staff turnover	12%	15%
		% of women in management positions	34%	35%
	The world around us “A good corporate citizen striving to make a positive impact”	% of reduction in carbon footprint compared with 2019/20		
		- Scopes 1 & 2 in absolute value - Scope 3 in intensity	-34% -56%	-29% -40%
		# societal impact days	10 078	10 000

¹ Excluding Wivoo

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