

# Excellence in Workforce Management

ATOSS Software SE

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ATOSS 

# Disclaimer

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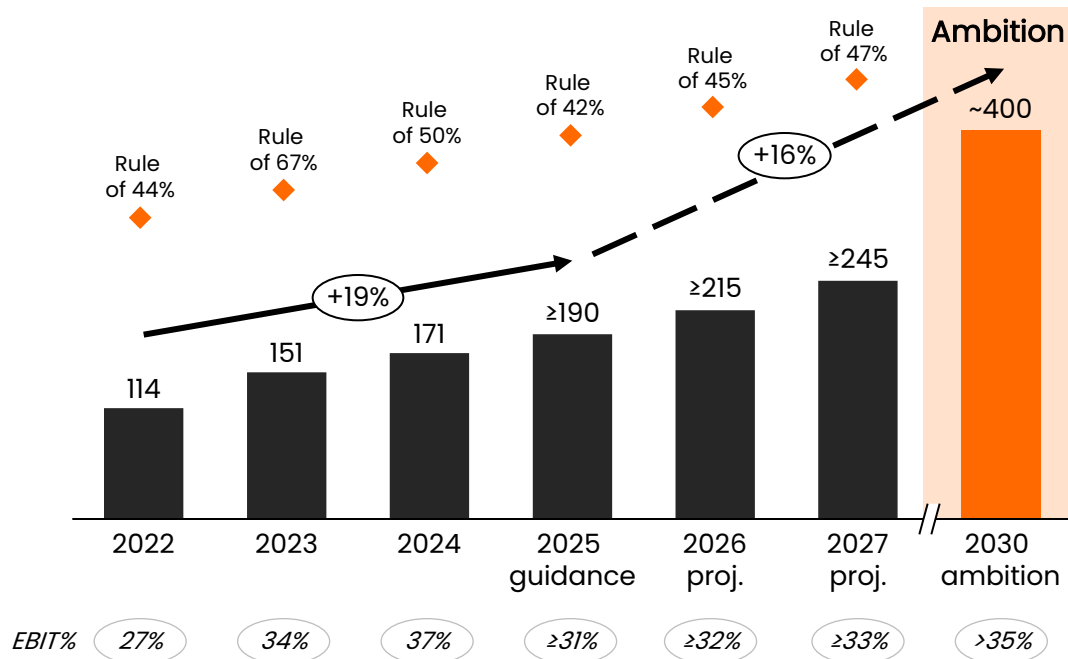
**ATOSS Software SE 2025**

# ATOSS – Leading in the field of Workforce Management

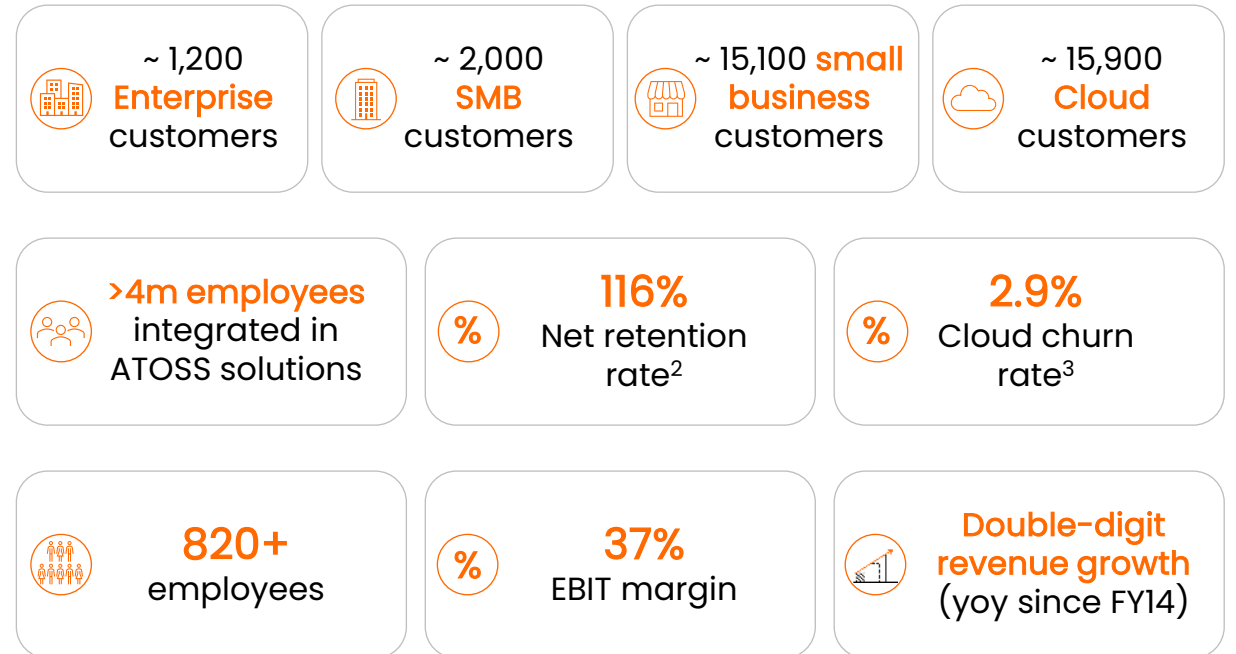
## Strong growth potential with a clear path to 16% CAGR through 2030

We are a leading Workforce Management provider with tailored solutions for international Enterprise, SMB, and small-business customers, fueled by strong historic growth and performance metrics to drive our future growth strategy

Total revenue in EUR mill.



Key factors supporting growth ambition<sup>1</sup>



1. As of 12/31/2024 ; 2. w/o Crewmeister; 3. ARR churn w/o Crewmeister

# 01 Market for Workforce Management & Business Model

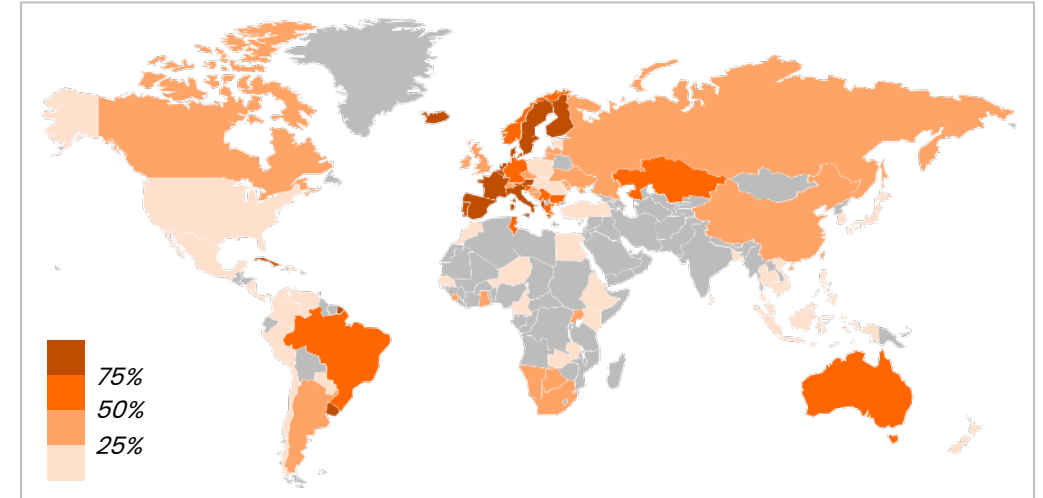


# Workforce Management landscape continues to grow and evolve

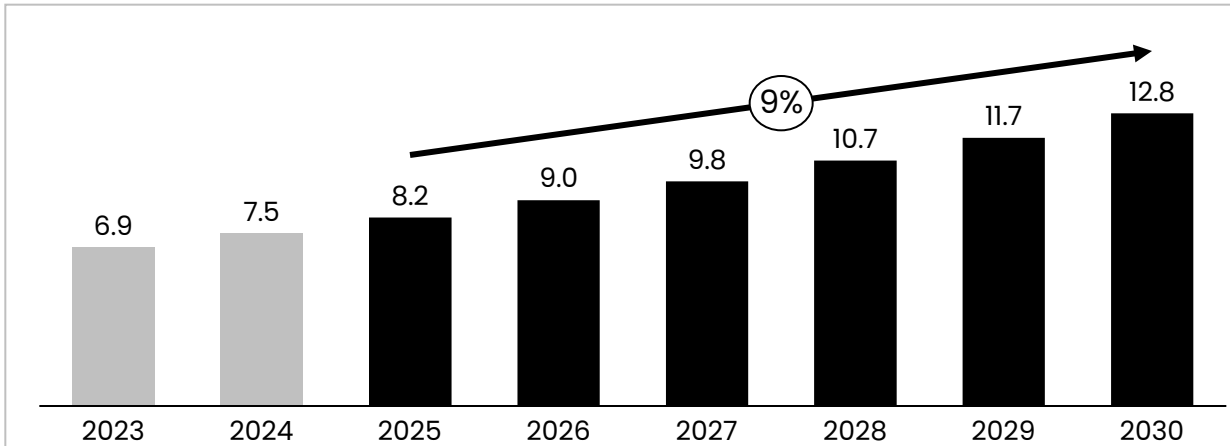
## Global trends in the WFM market

- 1 **Digitalization of labor:** AI-driven WFM solutions enhance efficiency and business value for both employees and managers<sup>1</sup>
- 2 **Increasing regulatory complexity:** Europe's multi-layered regulations including collective bargaining agreements increase demand for WFM solutions that simplify compliance and streamline management, particularly for hourly paid workers
- 3 **Resource and skilled staff scarcity:** Workforce scarcity has accelerated investment in advanced scheduling and employee experience initiatives to optimize deployment, retention and efficiency<sup>1</sup>

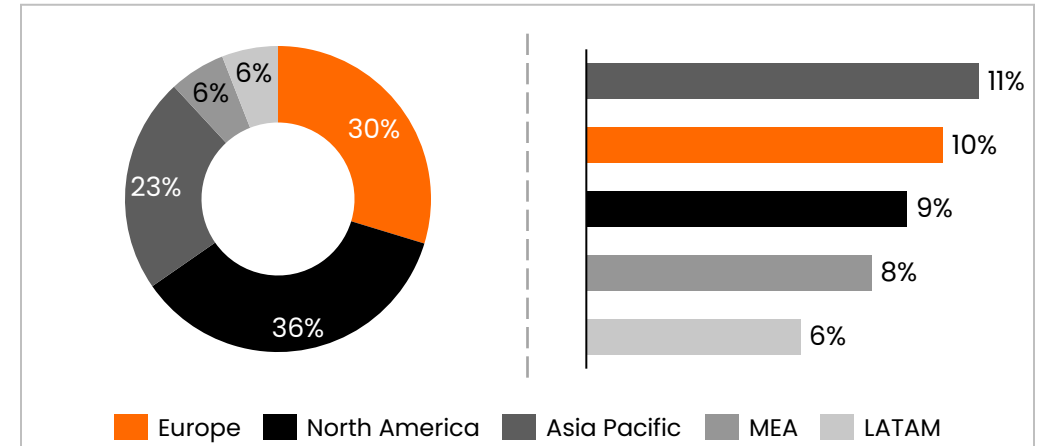
## Global collective bargaining coverage rate<sup>2</sup>



## WFM market size development (\$bn)<sup>3</sup>



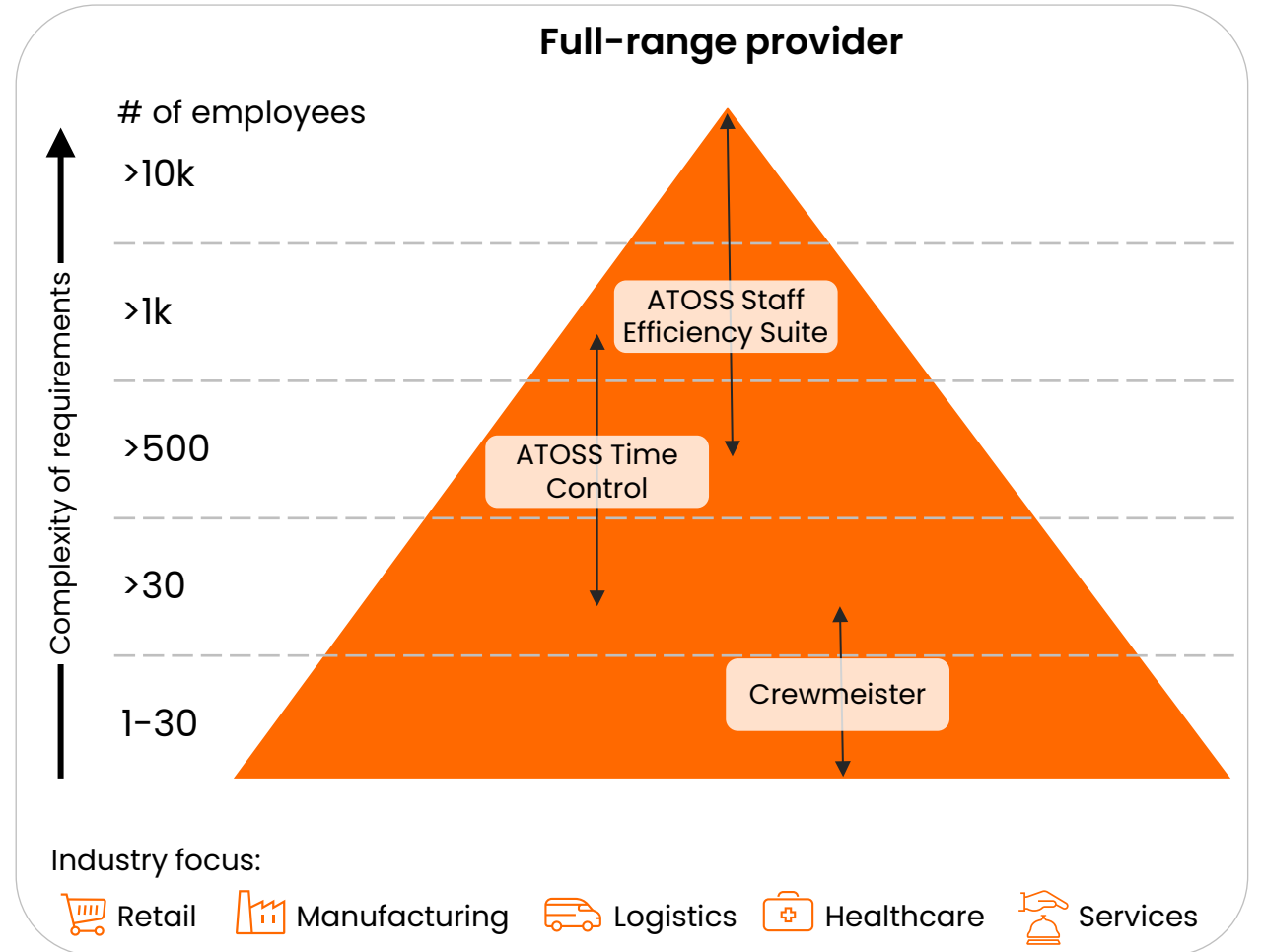
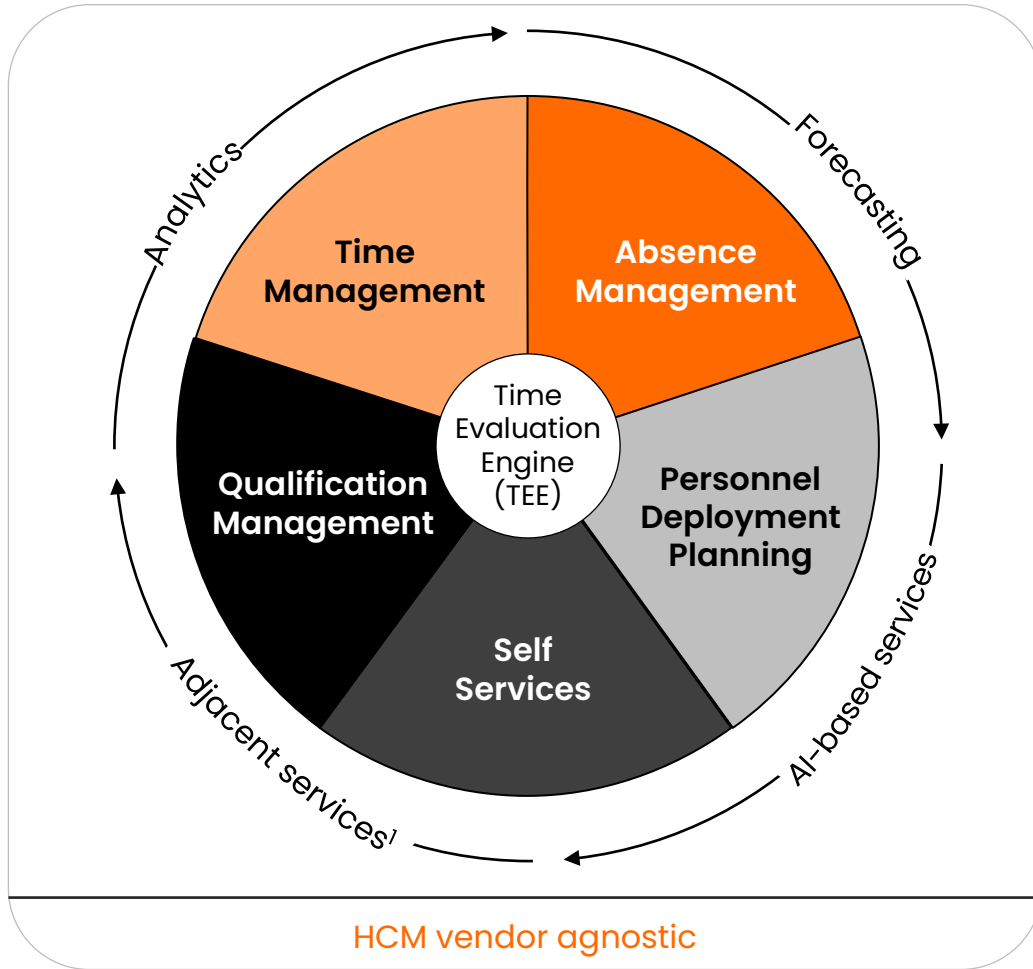
## Market size by geo (2023)<sup>3</sup> CAGR by geo (2023-2030)<sup>3</sup>



1. Gartner, Market Guide for WFM Applications 2022; 2. ILOSTAT; 3. ATOSS estimates and third party data as of March 2025

# Workforce Management by ATOSS in a nutshell

## Efficiency via highly flexible staff deployment



# ATOSS' product portfolio supports customers' shifting needs

Full-range solutions span varying areas of need and complexity, resulting in strong ROI for customers

ATOSS helps companies to have ...

...the right employee

...with the right qualification

...at the right place

...at the right time

...at the right cost

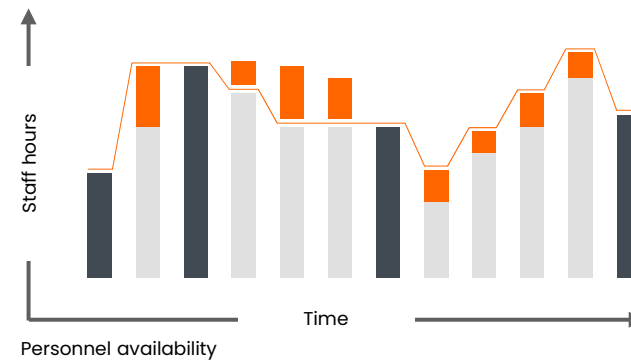
...at full compliance

## Current situation

Fluctuation in demand

Little flexibility and long response times

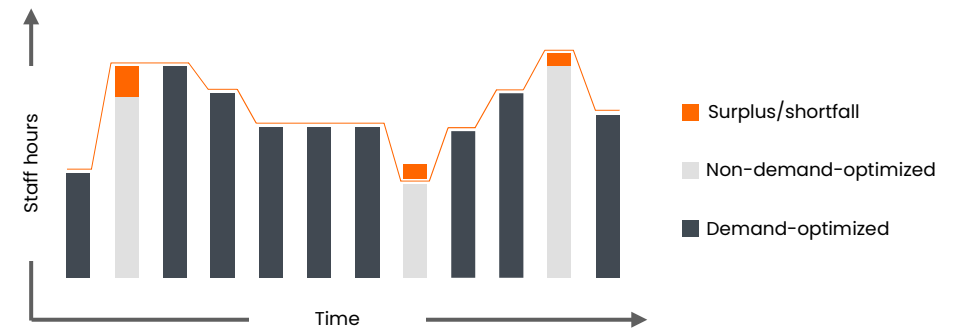
### OPTIMIZATION POTENTIAL



## Goal

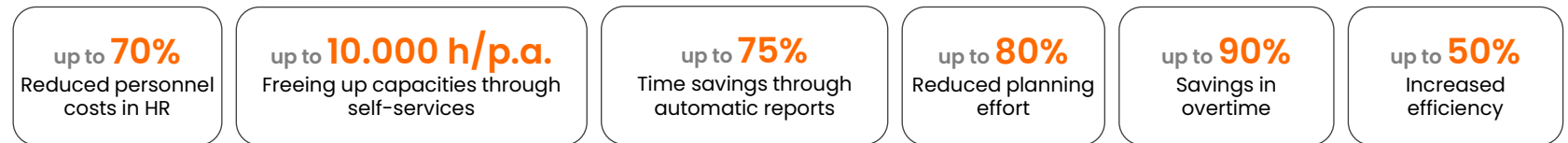
Demand and cost-optimized synchronization of working time and order volume

### AFTER OPTIMIZATION



### Exemplary:

### Effects generated from ATOSS Projects – Cross-industry (figures per Year)<sup>1</sup>



1. Figures based on specific client case studies

## 02 Growth Strategy



# Core pillars of ATOSS' growth strategy

Growth leading the way for increased recurring revenue from Cloud business and an ever-growing global subscriber base

**Continuous steady growth** while actively **driving cloud transformation** of business

2025-2027:  
Total revenue growth CAGR  
**>13%**

Increasing share of recurring revenue  
**~ 75%**  
(Target: Year end 2027)

**Increase international revenue share** outside the DACH region

- ATOSS solution is deployed across **most of the European countries** and supports **11 software languages**, enabling multilingual functionality
- In 2024, **6% of revenue** is generated outside the DACH region
- We will focus on **driving revenue** in our **existing European markets**, to further expand international revenue share

**Continued focus on operational excellence** to maintain and further expand margins of business

EBIT margins  
**≥31%**

Advance **full range strategy** with solutions for enterprise, mid-market and SMEs customers (Crewmeister)

**Crewmeister outlook 2027**

- ~27.000 customers
- ARR of ~15m EUR
- Reach profitability

**Further product development and enhancement**, e.g., AI & Analytics

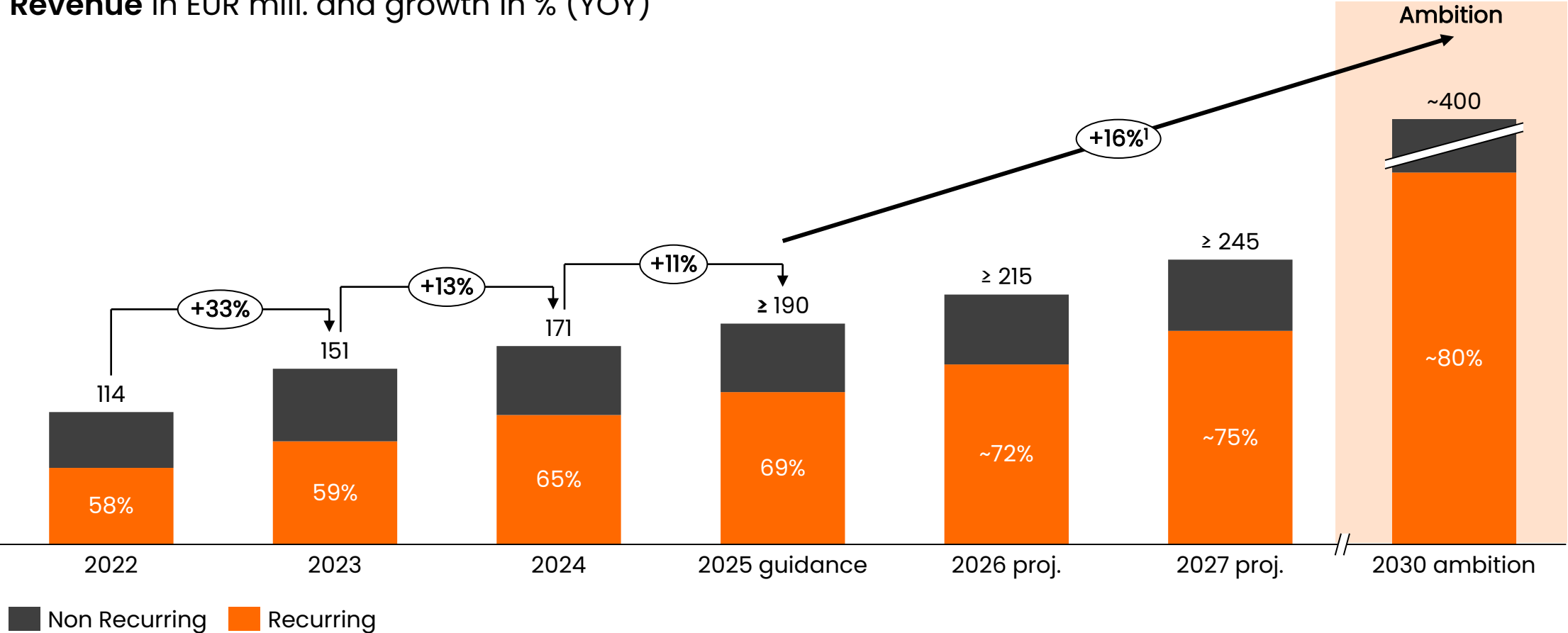
R&D investment  
**~16% of total revenue**

Projections 2025-2027

# ATOSS Cloud transformation (1/2)

Growth leading the way for increased recurring revenue (model projection)

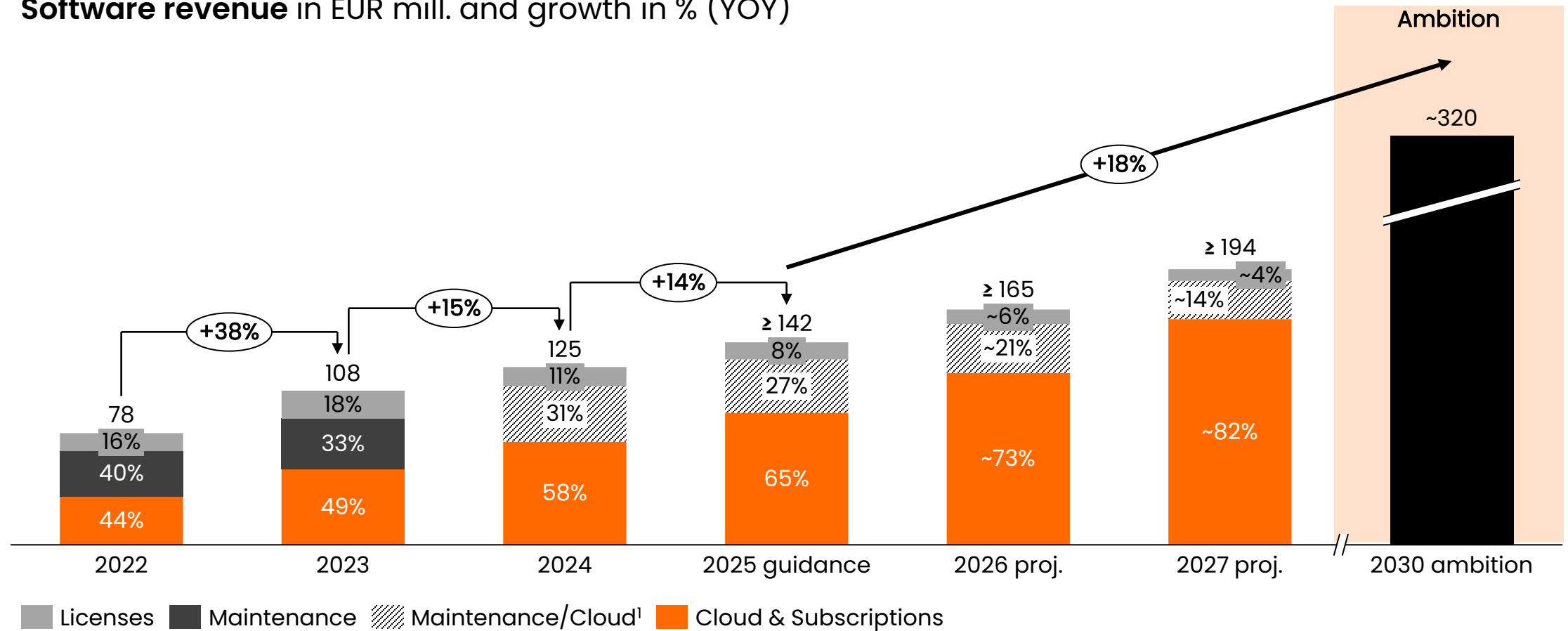
Revenue in EUR mill. and growth in % (YOY)



# ATOSS Cloud transformation (2/2)

Growth leading the way for increased recurring revenue (model projection)

Software revenue in EUR mill. and growth in % (YOY)



1. Depending on extent of transformation of existing on-premise customers into Cloud and subscription customers; 2. Compound Annual Growth Rate

# ATOSS full range strategy

## Crewmeister continues successful development

### Highlights

- Positive impact by BAG decision
- New product features developed
- High customer satisfaction

### Key metrics

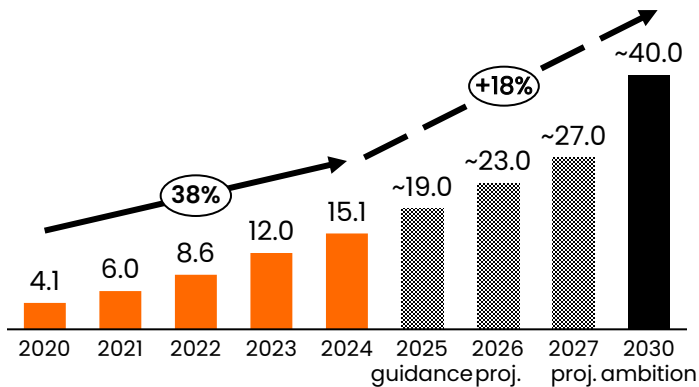
- Avg. Customer Acquisition Costs<sup>1</sup>: 583 EUR
- Avg. Customer Lifetime Value<sup>2</sup>: 2,236 EUR
- CLTV/CAC-Ratio: 3.8
- Avg. monthly churn rate<sup>3</sup>: 1.42 %
- Cloud gross margin: +79%

### Outlook 2025

- ~19.000 Customers
- ARR of ~9m EUR
- Further margin improvement

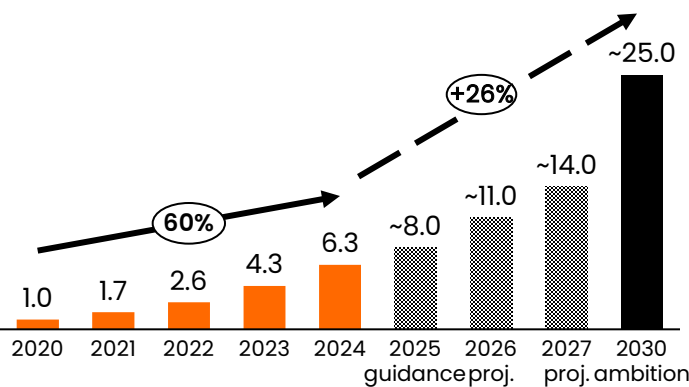
#### Customer development (K)

##### Avg. growth rate



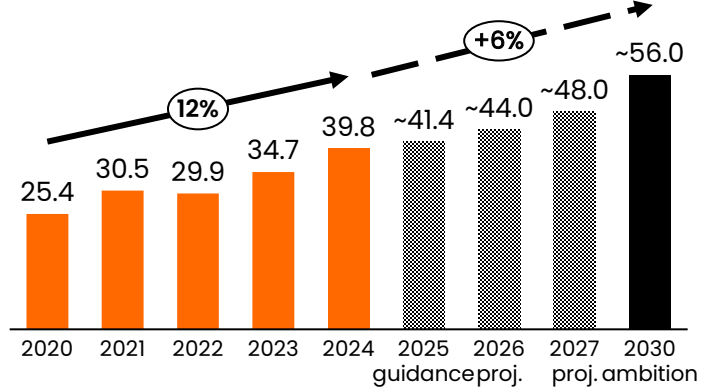
#### Sales development (MEUR)

##### Avg. growth rate



#### MRR/Customer ratio (EUR)<sup>4</sup>

##### Avg. growth rate



1. CAC (Customer acquisition cost) (ø 2024): cost of resources for the business in order to acquire a new customer. Customer acquisition cost involves sales and marketing costs

2. CLTV (Customer lifetime value) (ø 2024): estimate of all the future gross profits to be accumulated from a relationship with a given customers

3. Churn rate (12/2024): Ratio, in the current year (12 month avg.), of customer terminations (number) and the total number of customers (number) with an existing contract at the end of the year/month

4. MRR/Customer Ratio shows the monthly recurring revenue per customer calculated on the MRR and Customers as of the 31st of December each year

# ATOSS – Growth projections

Strong growth and margins while building recurring revenue

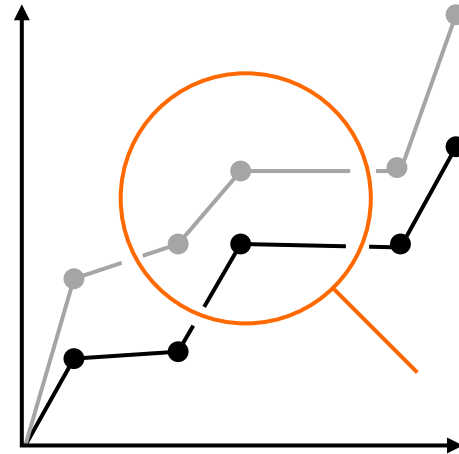
## Guidance 2025

Total revenue

≥ 190 EUR Mill.

EBIT margin

≥ 31%



## Projections 2025 – 2027

Total revenue growth  
(Base: Year end 2024)

CAGR > 13%

Increasing share of  
recurring revenue  
(Target: Year end 2027)

~ 75%

Software revenue  
growth  
(Base: Year end 2024)

CAGR 17%

EBIT margin  
(Target: Year end 2027)

≥ 33%

VELTINS | ATOSS Customer

© Brauerei VELTINS

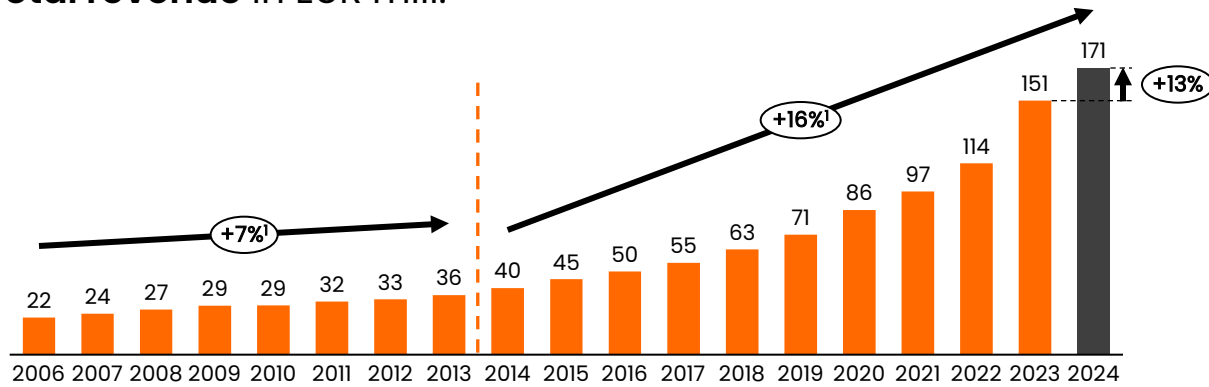
## 03 Financials & KPI's

# ATOSS – 19<sup>th</sup> record year anticipated

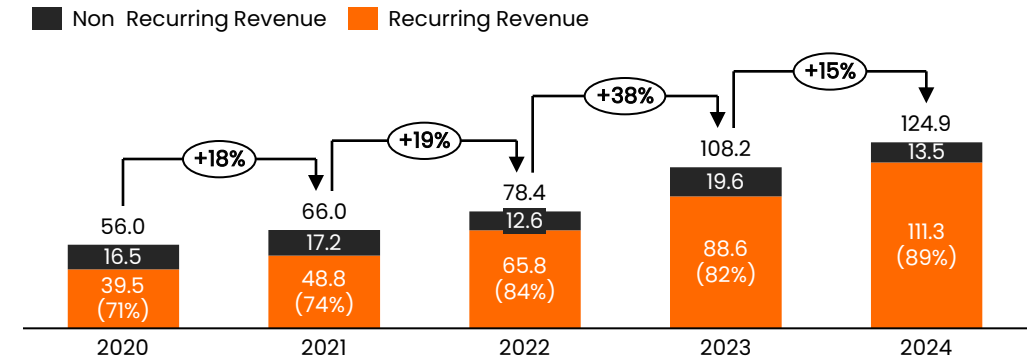
## Running like clockwork

Strong growth track record, excellent traction in Cloud transition and expansion outside the DACH region

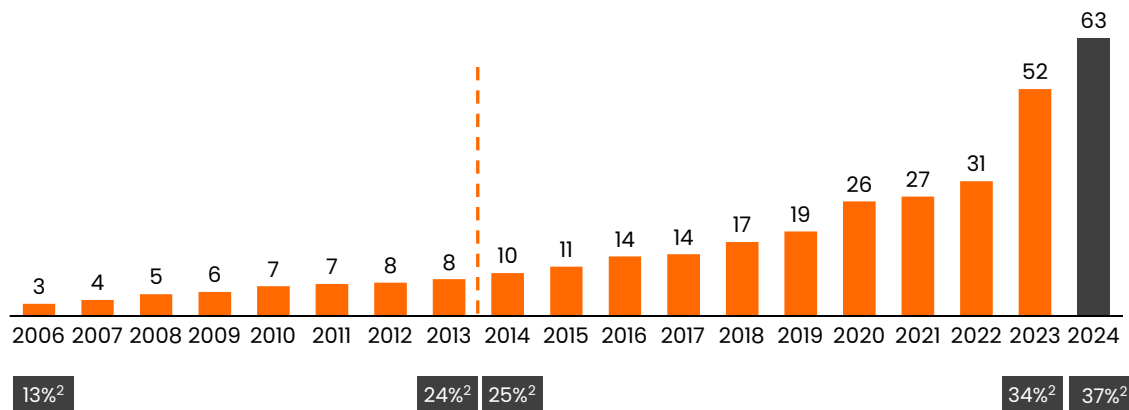
Total revenue in EUR mill.



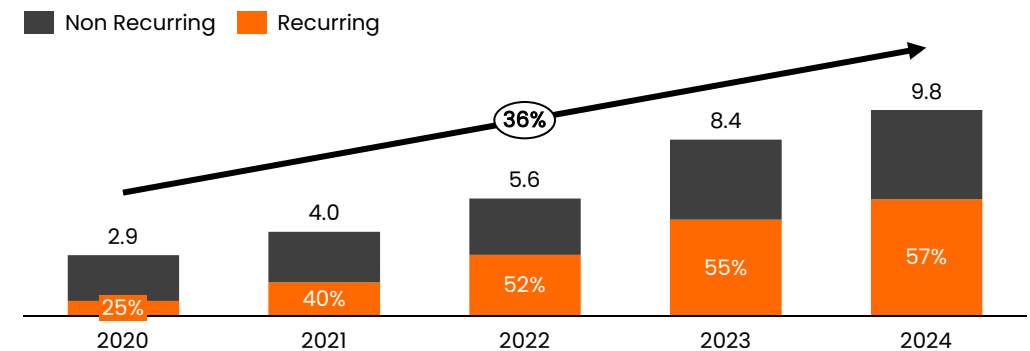
Software revenue in EUR mill.



EBIT in EUR mill.



NON-DACH revenue in EUR mill.

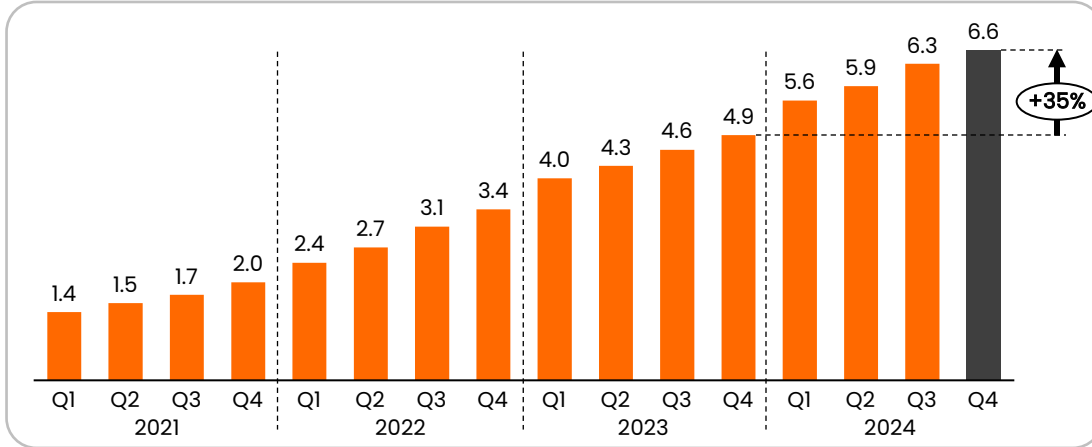


1. Average growth rate; 2. EBIT as % of total revenue

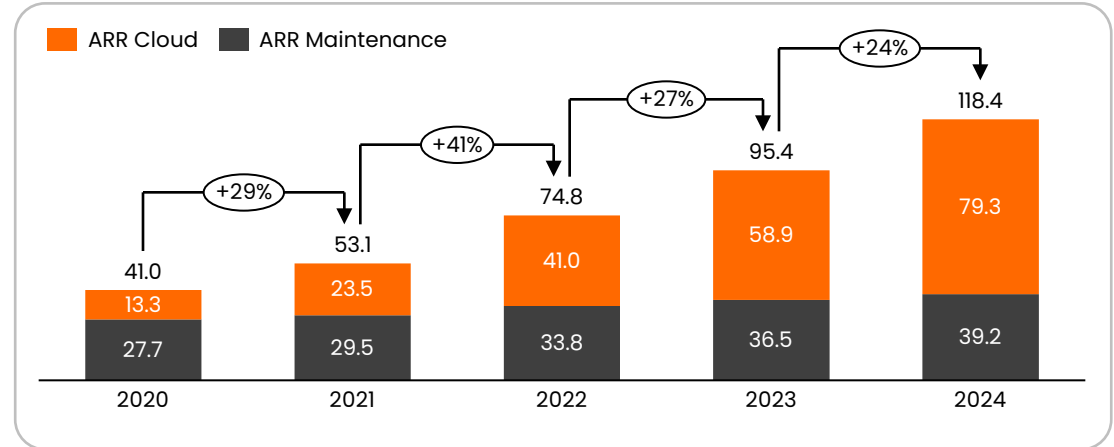
# Cloud MRR & ARR (Cloud + Maintenance) development

## Actuals 2024

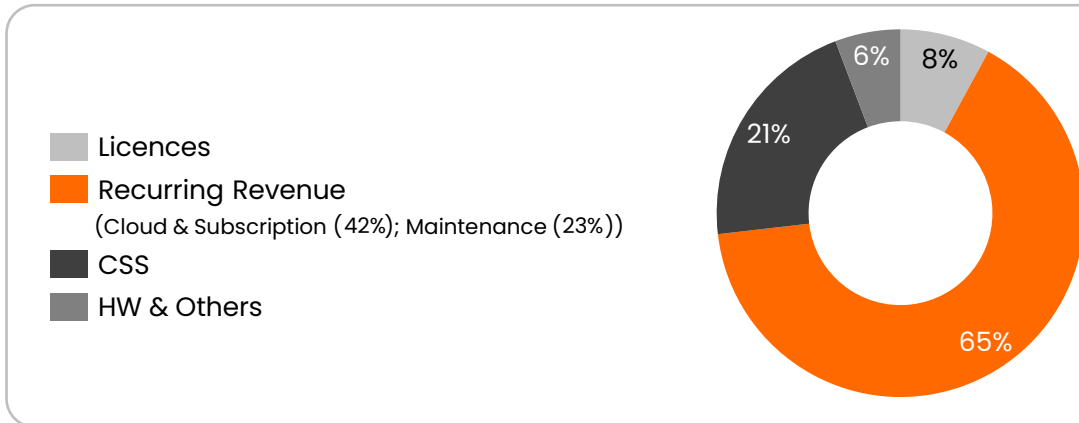
Cloud MRR: Quarterly development in EUR mill.



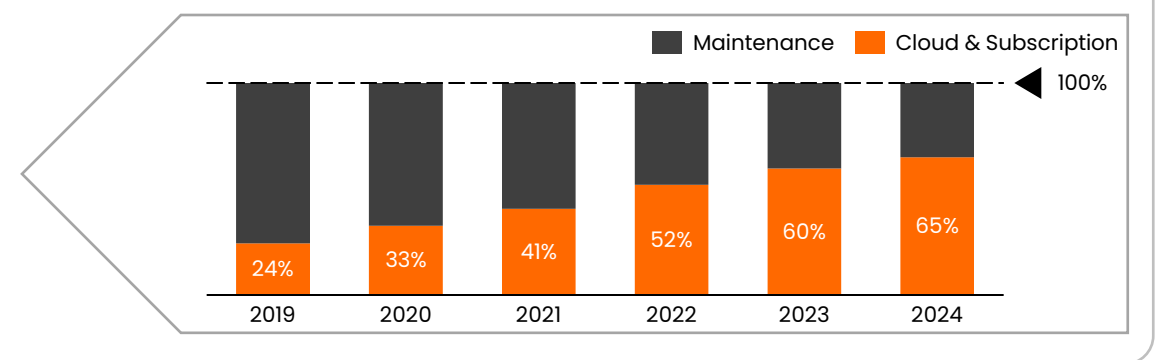
ARR Total (Cloud + Maintenance) in EUR mill.



Share of Cloud & subscription in recurring revenue in %



Increasing share of Cloud & subscription in recurring revenue

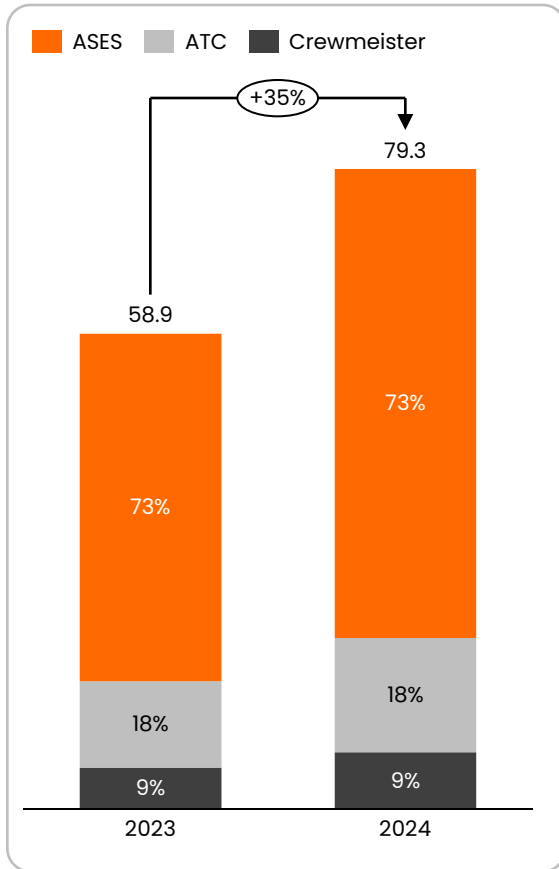




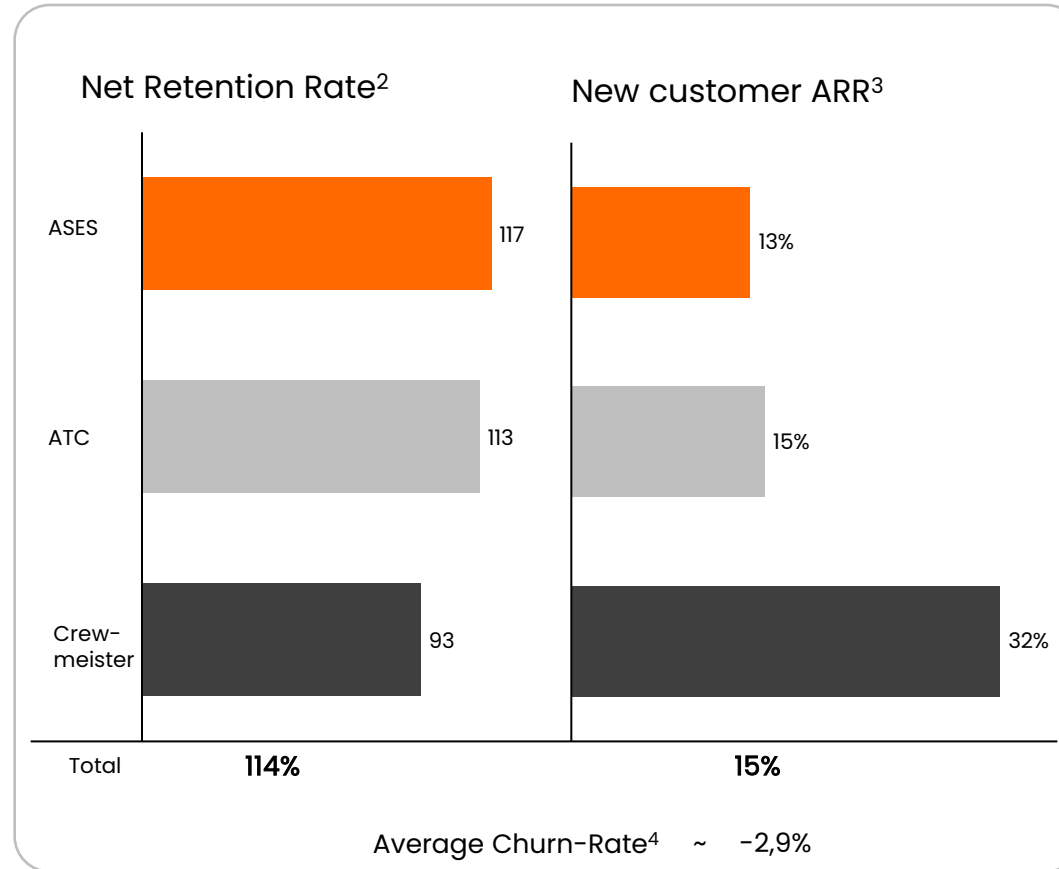
# ATOSS Cloud development by products

## 2024

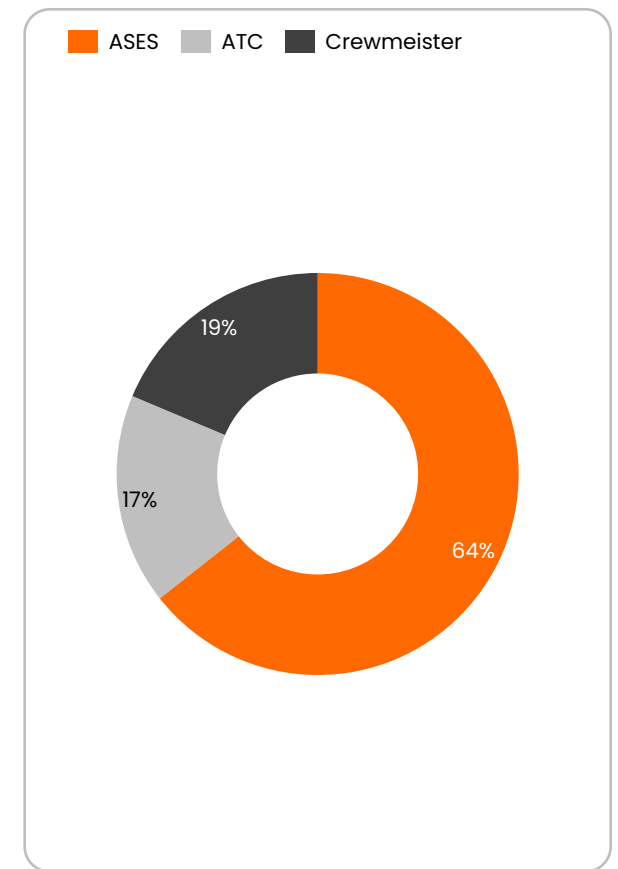
**Cloud ARR<sup>1</sup>**  
in EUR mill.



**Cloud KPIs**  
in %



**New customer ARR<sup>3</sup>**  
by product, in %

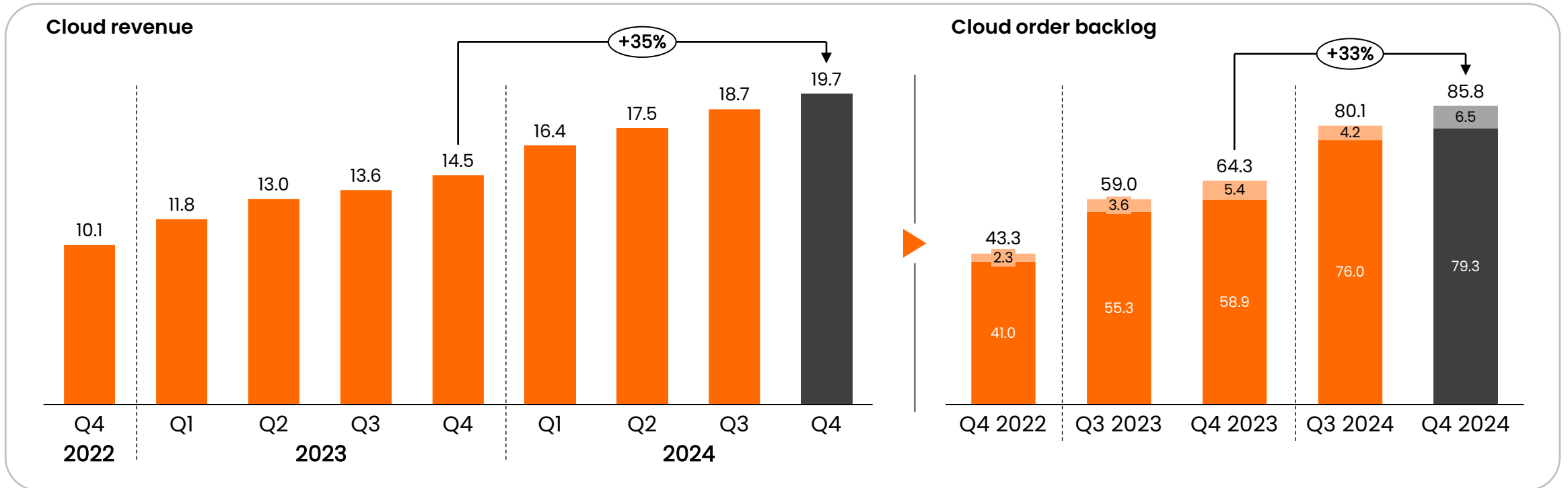


1. ARR (Annual Recurring Revenue) comprises the turnover generated by the company over the next 12 months on the basis of current monthly cloud usage fees applicable as of the qualifying date  
 2. Net Retention Rate: revenue generated from existing customers as of PY- taking into account expansion and churn  
 3. Share of New Customer ARR: revenue generated from new customers since Q4 PY – taking into account base, expansion, indexation and migration of on-premises customers  
 4. Churn Rate: calculated as contract terminations and contractions divided by current year ARR (w/o Crewmeister)

# Cloud order backlog

Growth ambitions strongly supported by order backlog

Cloud order backlog (12 months)<sup>1</sup>  
in EUR mill.



1. Cloud order backlog: ARR + contractually committed additions & expansions for the next 12 months

# Sustainability at ATOSS

”

It's our vision to create a working world, in which everyone benefits.

**Christof Leiber**  
CFO, ATOSS



# Sustainability at ATOSS

## Our sustainability pillars



### Customer and society

- Data protection and data security
- Customer satisfaction
- Social and cultural activities



### Employees at ATOSS

- Recruitment and retention
- Continuous training and learning
- Health promotion and recreation
- Diversity

# Sustainability at ATOSS

## Our sustainability pillars



### Integrity and compliance

- Prevention of discrimination, corruption, bribery, respect for human rights
- Compliance Management System – acting in accordance with all laws, social guidelines and values



### Environmental protection

- Energy & CO2 reduction
- Conservation of resources

# Sustainability at ATOSS

## Our goals (1/2)

### Customer and society

#### Customers

Goals till 2025:

- Recurring revenue: ~70%
- Revenue CAGR (2023–2025): 19%
- Grow Customer Number: 20,000+
- Expand International Customer base

In addition:

- Cloud Churn: <2% per year
- Net Retention Rate: >110%
- R&D investment: ~16% of total revenue
- Net promoter score: ≥10

#### Social

- Continued donations in the areas of culture, environment, children and social projects

### Employees at ATOSS

#### Employee Experience

Goals by 2025:

- Employee Engagement Index: >80%
- Leadership Index: 3.7
- Employee Net Promoter Score: ≥25
- Working Flexibility Satisfaction Index: ≥75%

#### Diversity & Inclusion

Goals by 2027:

- Company-wide gender distribution:  
50% female / 50% male
- Gender distribution of managers:  
40% female / 60% male
- Gender distribution Executive Leadership Team:  
30% female / 70% male

# Sustainability at ATOSS

## Our goals (2/2)

### Integrity and Compliance

#### Integrity and Compliance

- Continuing to raise awareness of compliance and security issues (incl. compliance training)
- Further internal training measures on topics such as equal treatment and compliance

#### Information security

- Recertification according to ISO/IEC 27001:2022

### Environmental protection

#### CO2 footprint

Goals by 2045:

- **Net Zero Strategy:** reduction of Scope 1-3 greenhouse gas emissions by a total of 90 percent

Goals by end of 2025:

- 100% **green electricity** at all ATOSS sites by 2025

# Employees at ATOSS

## Working with Passion & Purpose

### “The team is the key to sustainable success”

- Intensive and structured onboarding
- Detailed career model
- Working in diverse teams / short
- Decision-making paths
- Meaningful working environment

### „We are top employer“

- Employee Engagement Index: 83%



### “Continuous employee growth”

- 820 employees (12/23: 775)



### „We live diversity and promote equal opportunities and inclusion“

- Member of “Charta der Vielfalt”
- Employees from around 49 countries
- 60% male/40% female > ongoing diversity goals by 2027

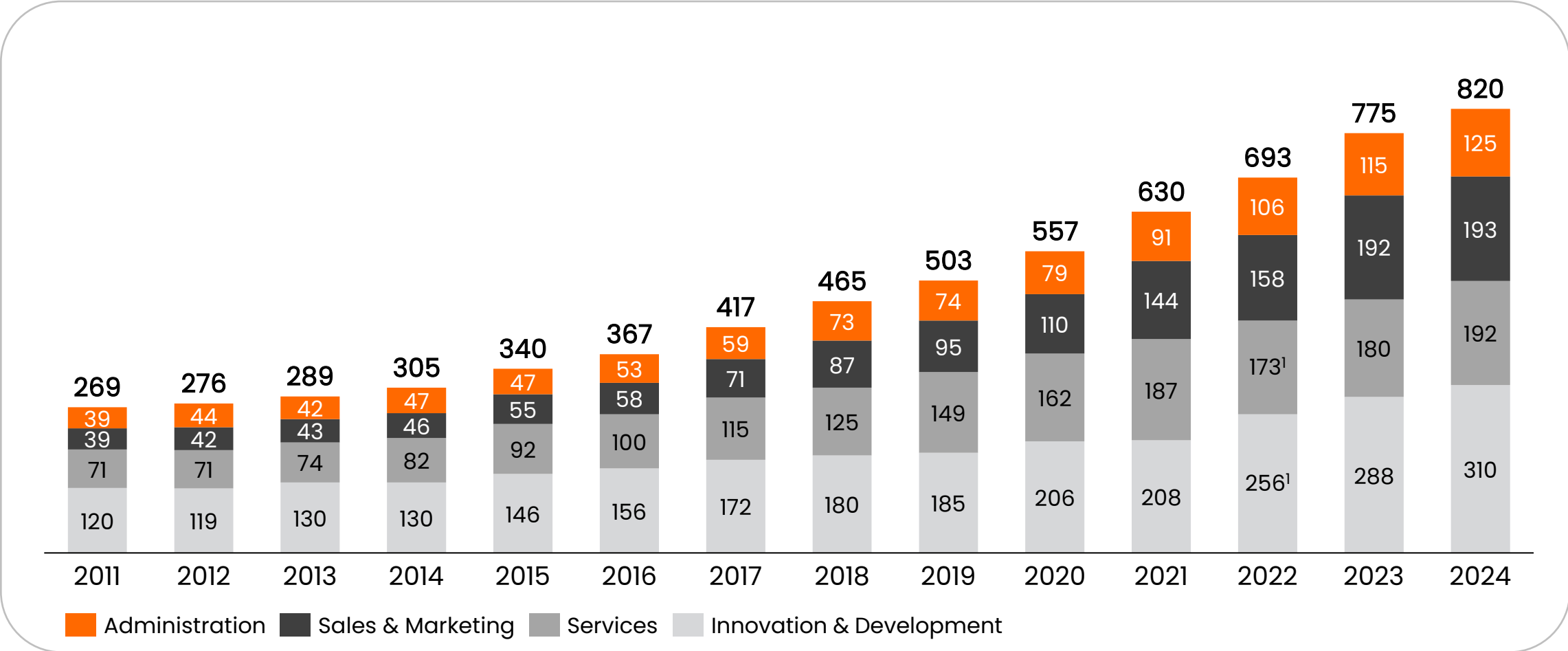


### “Individuality in Working Life - Employee Well-being in Focus”

- Hybrid and flexible working model
- Sport offers and health management
- Team and after-work events



# Continuous expansion of personnel capacities



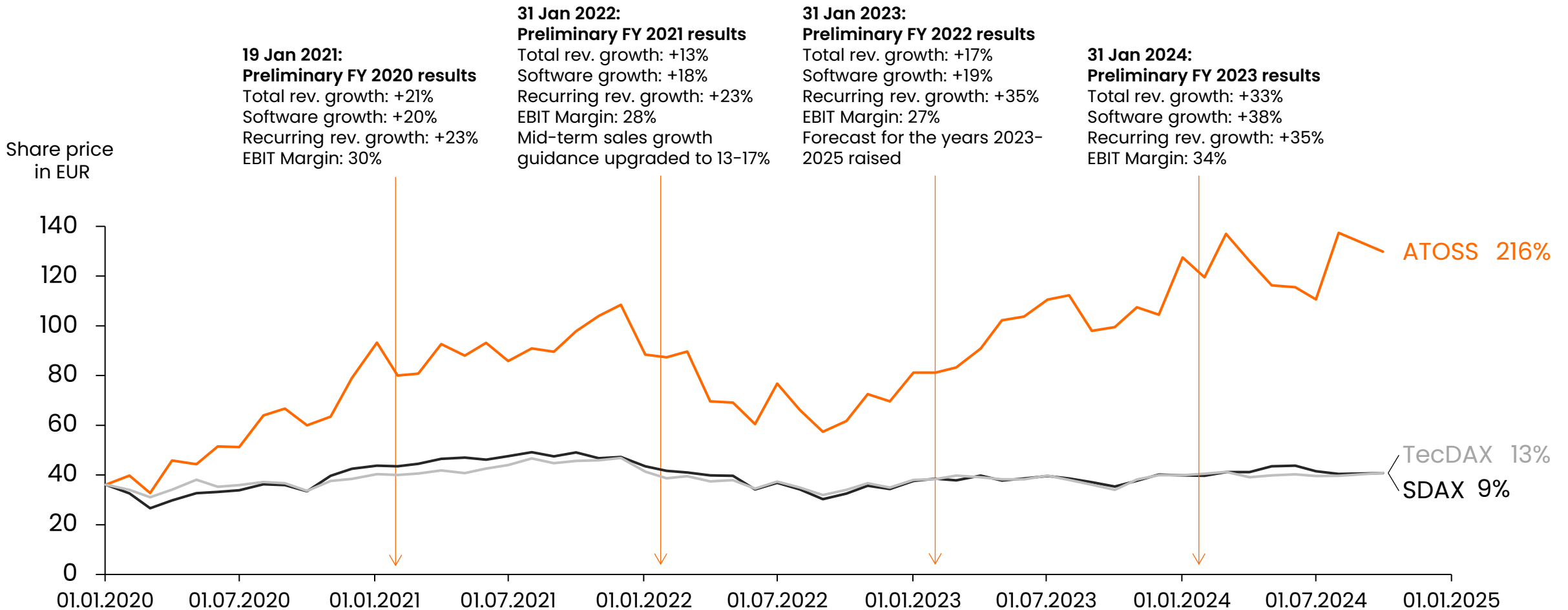
1. In FY 2022 shift of Cloud Services Team from Services Department to Innovation & Development Department



# Additional Attachments

# The ATOSS Share

Share price performance<sup>1</sup> (1 January 2020 – 31 December 2024)

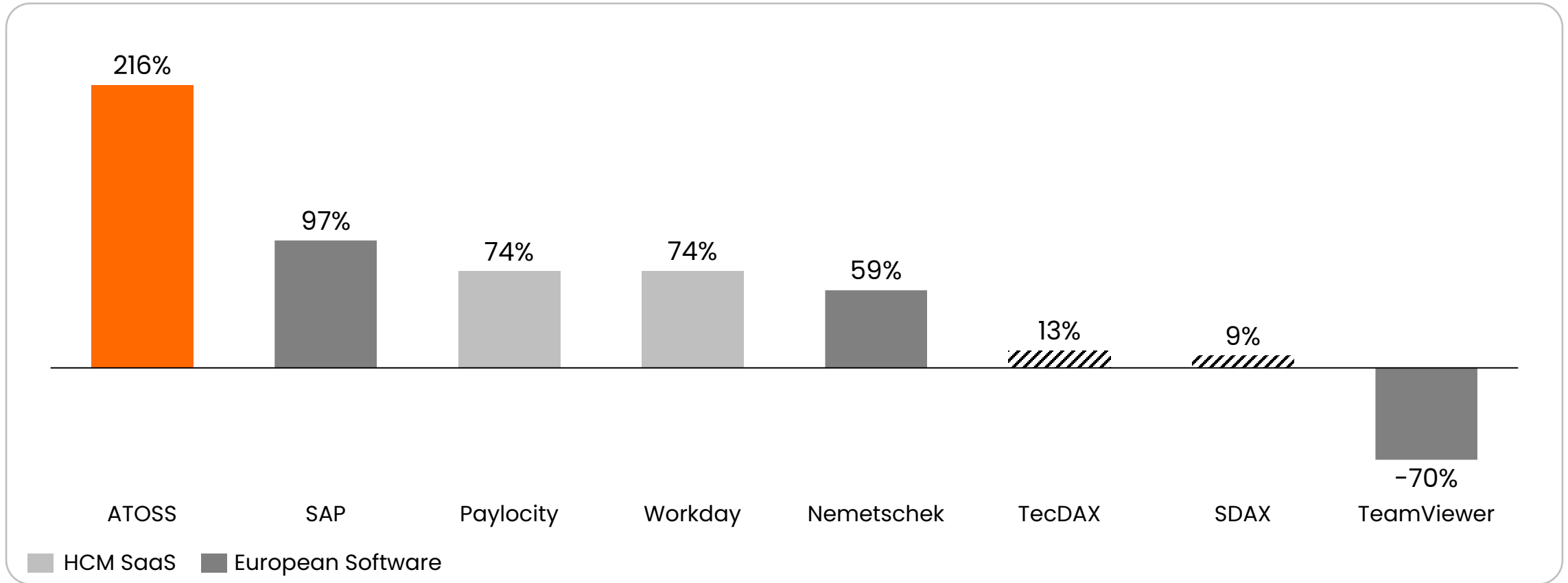


1. SDAX/TecDax Index rebased on ATOSS' share price of EUR 72,25 as of 01/02/2020

# ATOSS stock

High performer in European software and HCM stocks

Share price performance<sup>1</sup> (01/2020 – 12/31/2024)



1. ATOSS, Nemetschek, TeamViewer, SAP, Invision, SDAX: XETRA-Opening price 01/02/2020 and -Closing price 12/31/2024; Paylocity: Frankfurt Stock Exchange-Opening price 01/02/2020 and -Closing price 12/31/2024; Workday: Tradegate-Opening price 01/02/2020 and -Closing price 12/31/2024

# Income statement (IFRS)

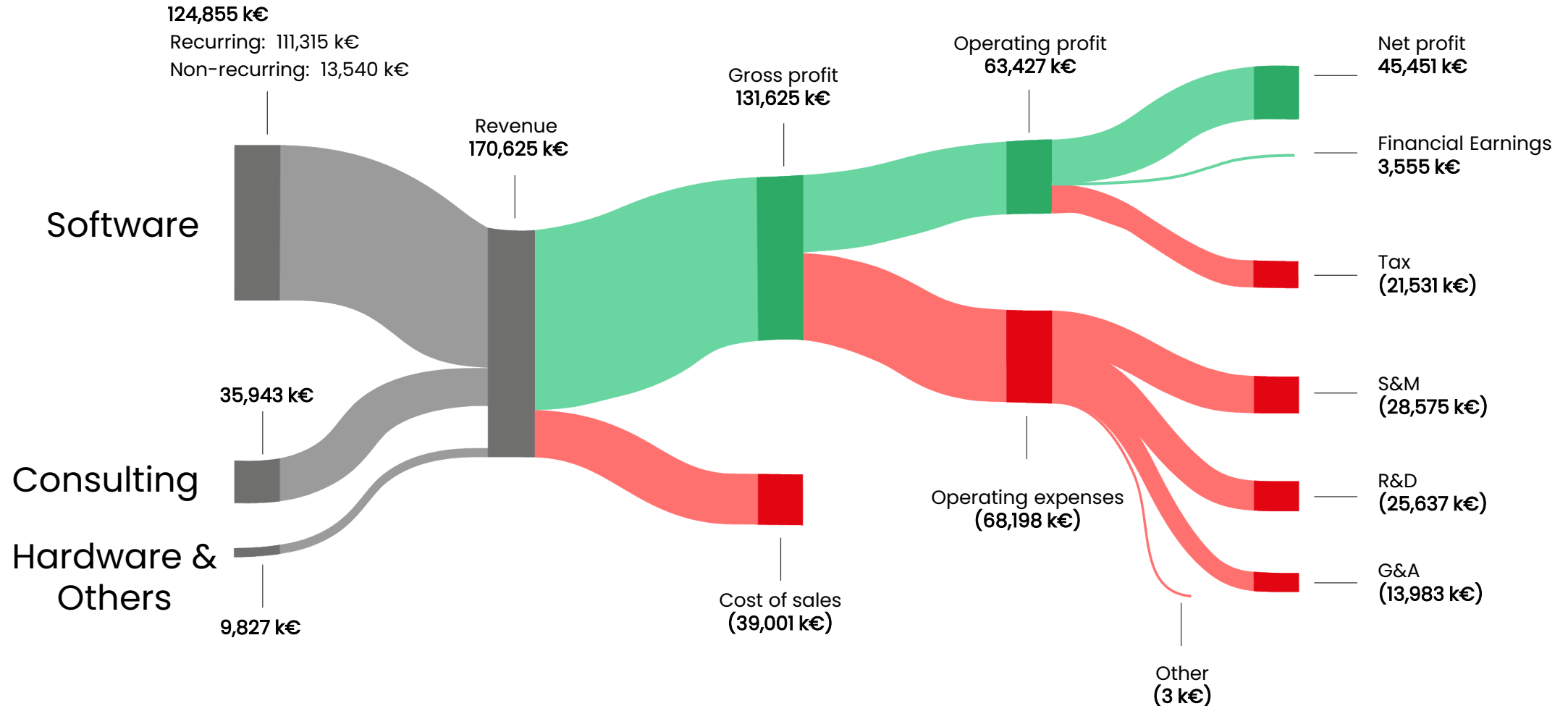
## 2024

in KEUR	Q1-Q4 2024	Proportion of total revenue	Q1-Q4 2023	Proportion of total revenue	Change 2024 / 2023
<b>Total revenues</b>	<b>170.6</b>	<b>100%</b>	<b>151.2</b>	<b>100%</b>	<b>13%</b>
Software	124.9	73%	108.2	72%	15%
Licenses	13.5	8%	19.6	13%	-31%
Maintenance	39.0	23%	35.7	24%	9%
Cloud & Subscriptions	72.4	42%	52.9	35%	37%
Consulting	35.9	21%	33.2	22%	8%
Hardware	5.8	3%	6.1	4%	-5%
Others	4.0	2%	3.7	2%	9%
EBITDA	67.8	40%	55.9	37%	21%
<b>EBIT</b>	<b>63.4</b>	<b>37%</b>	<b>51.8</b>	<b>34%</b>	<b>22%</b>
EBT	67.0	39%	53.3	35%	26%
<b>Net profit</b>	<b>45.5</b>	<b>27%</b>	<b>35.8</b>	<b>24%</b>	<b>27%</b>
EPS in euro <sup>1</sup>	2.86		2.25		27%

1. In accordance with ISA 33.64, earnings per share (EPS) were adjusted retrospectively for previous periods as a result of the share split carried out in June 2024

# Income statement

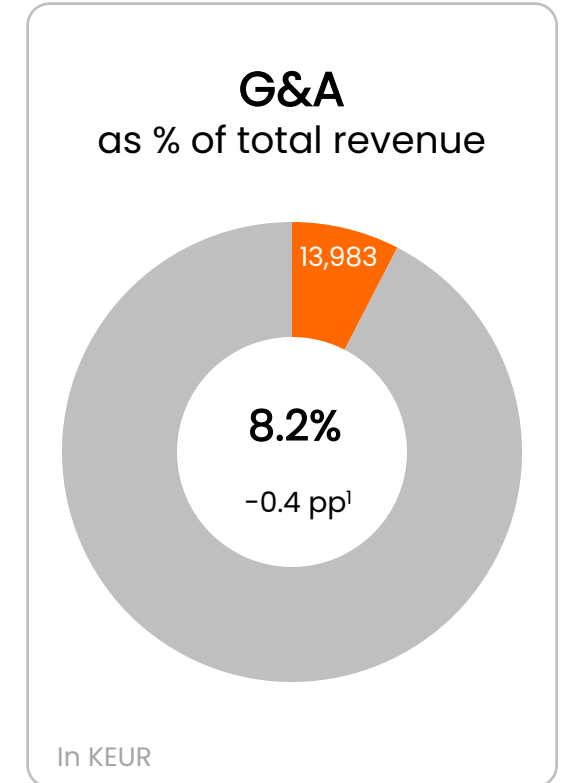
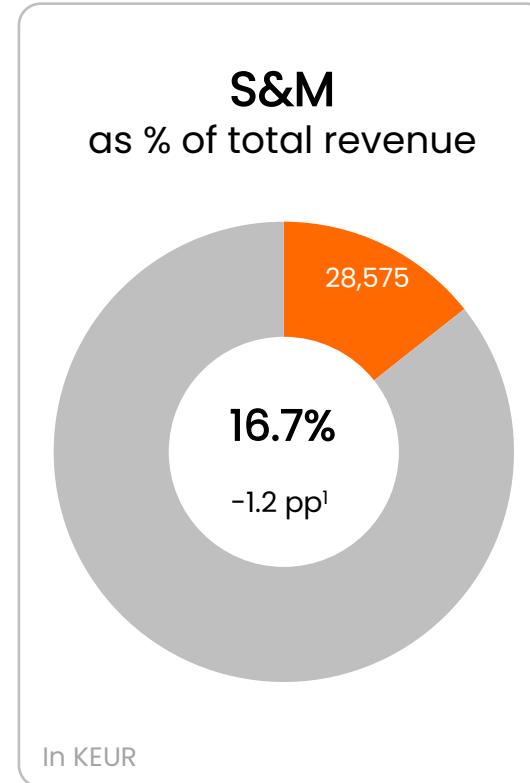
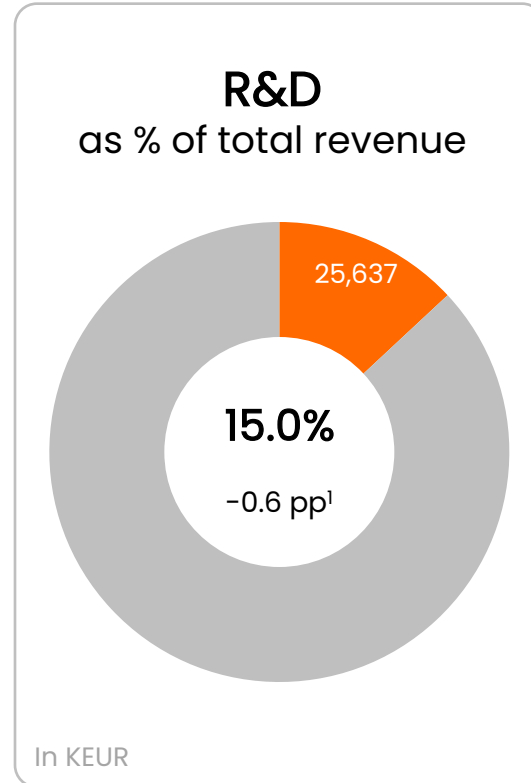
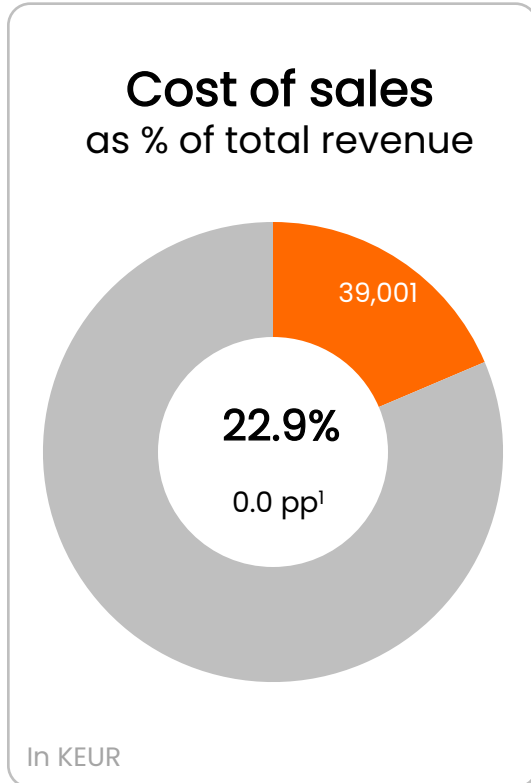
## 2024



# Cost ratios

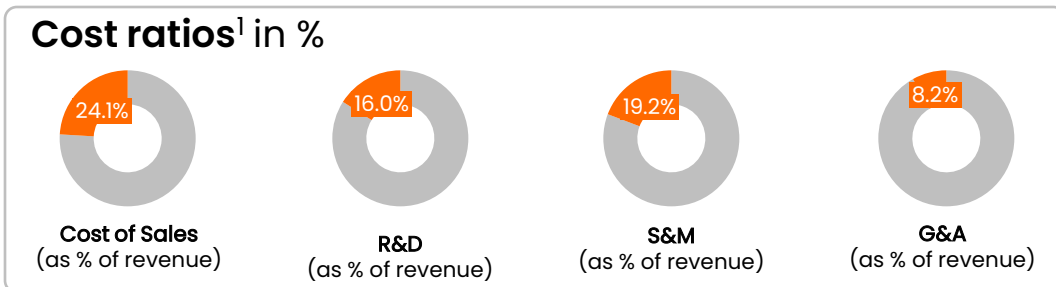
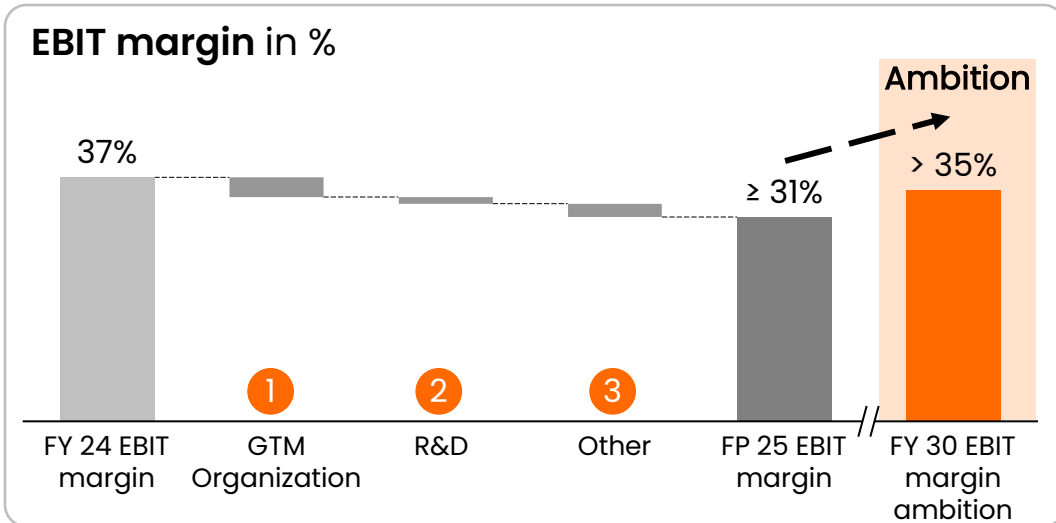
## 2024

Total revenue: EUR 170.6 mill.



# Strategic investments in 2025 to drive long-term revenue growth and profitability

2025 marks the beginning of a strategic investment phase to build the foundation for sustainable growth and scalability



In 2025, we are entering a strategic investment phase to lay the foundation for sustainable long-term growth and scalability. Key focus areas include:

- 1 GTM Organization:** Building a scalable, data-driven sales engine by enhancing marketing, demand generation, and SDR capabilities to improve lead qualification
- 2 R&D:** Accelerating Cloud transformation by driving Cloud-based innovation to migrate existing customers to Cloud solutions
- 3 Other:** Digitalization projects to improve efficiency and further investments in Crewmeister

These initiatives will temporarily impact profitability but are critical to unlocking scalability, and achieving our long-term financial objectives of ~€400m revenue and >35% EBIT margin in 2030.

1. Excl. additional cost reserve of 1.5% for specific investments

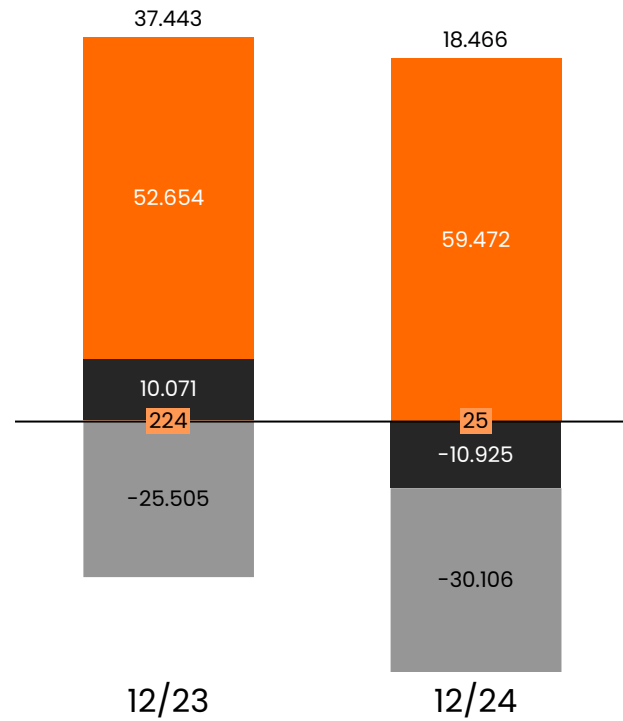


# Financial development 2024

## Impressive cash position

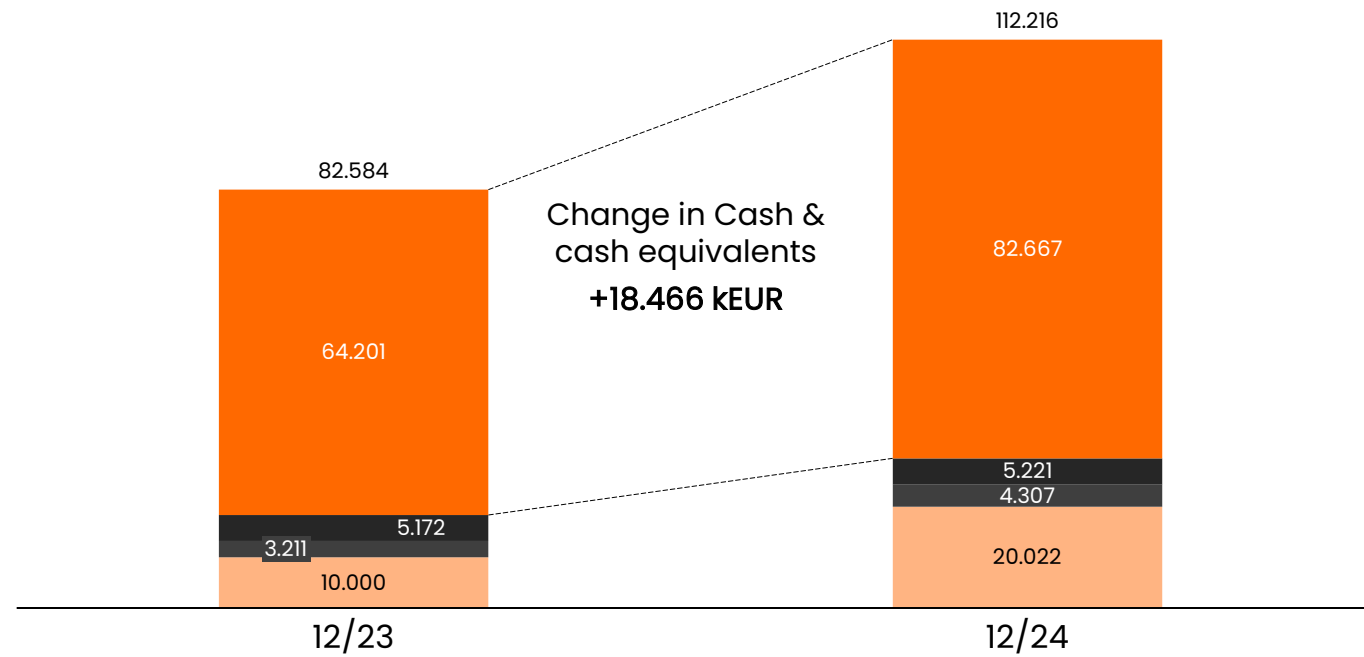
### Cash Flow in KEUR

- Operating activities
- Investment activities
- Financial activities
- Exchange rates



### Liquidity in KEUR

- Cash & cash equivalents
- Investment funds
- Gold
- Fixed term deposits

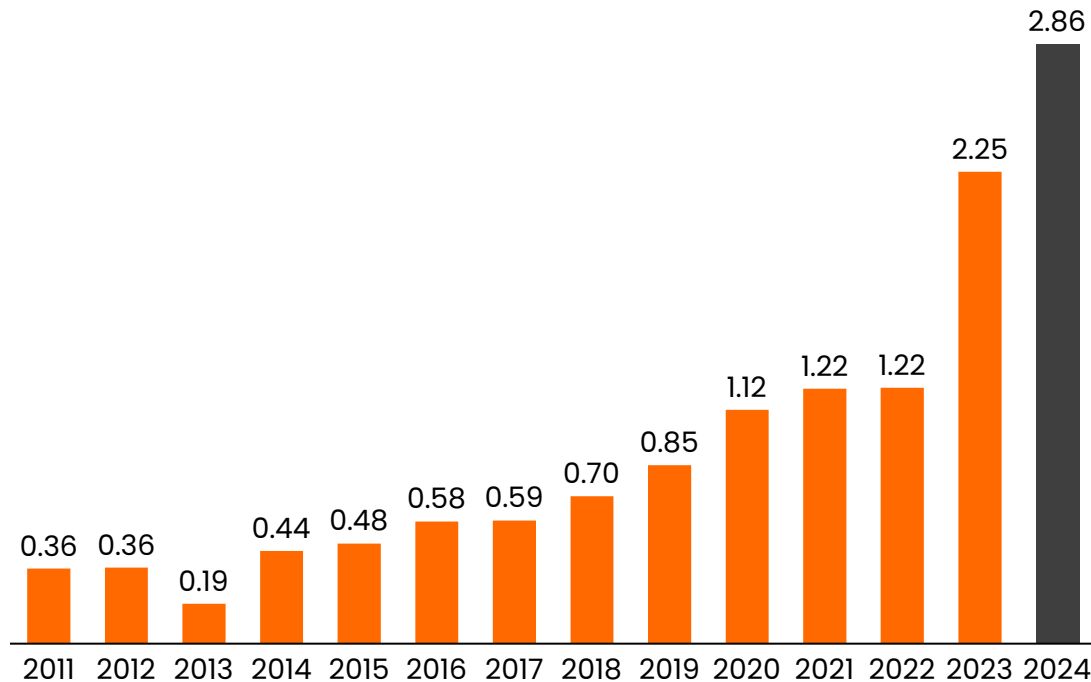


# The ATOSS share

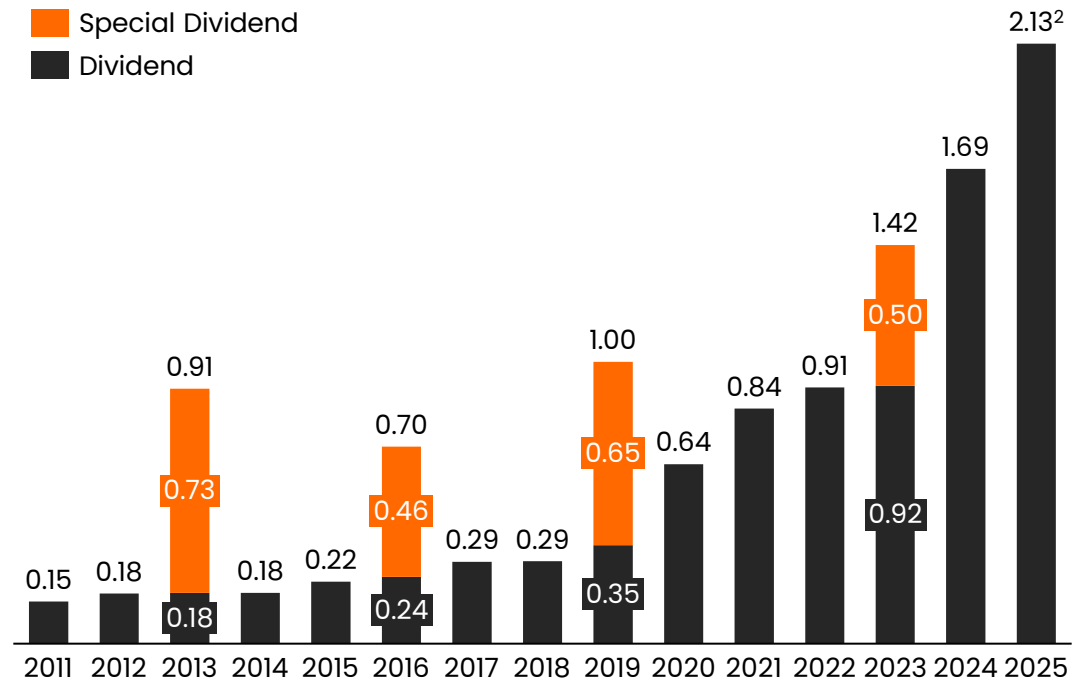
## Dividend policy

ATOSS stays true to its dividend policy with continuity to the previous year

EPS<sup>1</sup> per 31. December in EUR



Dividend<sup>1</sup> in EUR

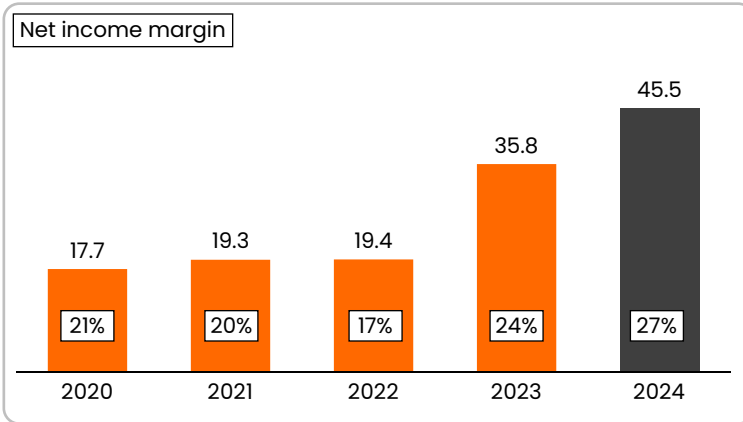


1. The previous year's figures have been adjusted due to stock split in June 2024; Rounding up to 2 decimal places; 2. Subject to shareholder resolution in AGM

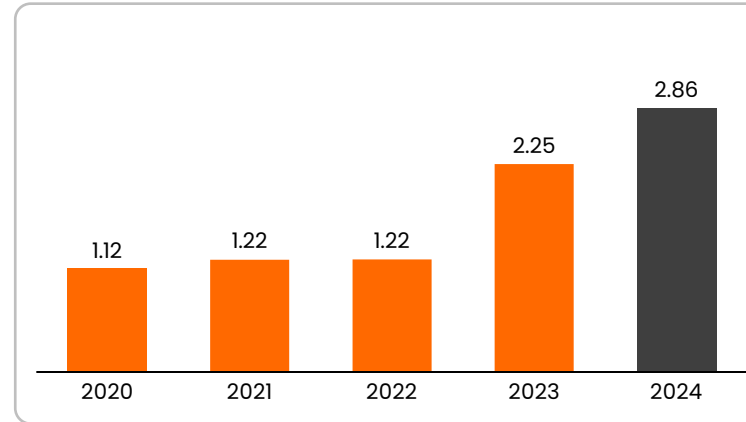
# Financial KPIs

Financial strength excellent base for further growth

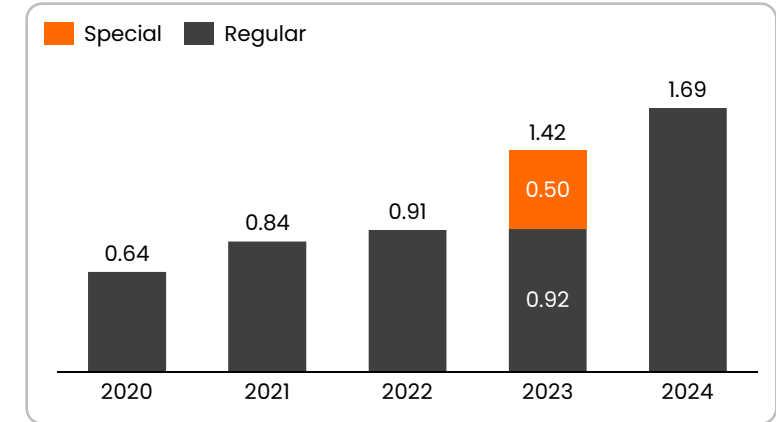
**Net income**  
in EUR mill.



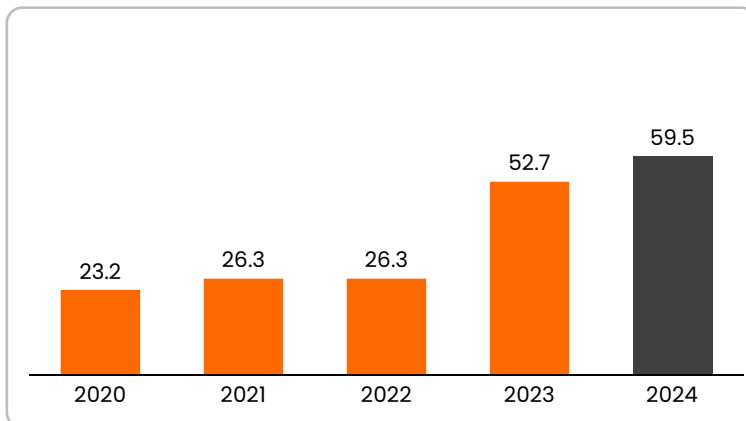
**EPS<sup>1</sup>**  
in EUR



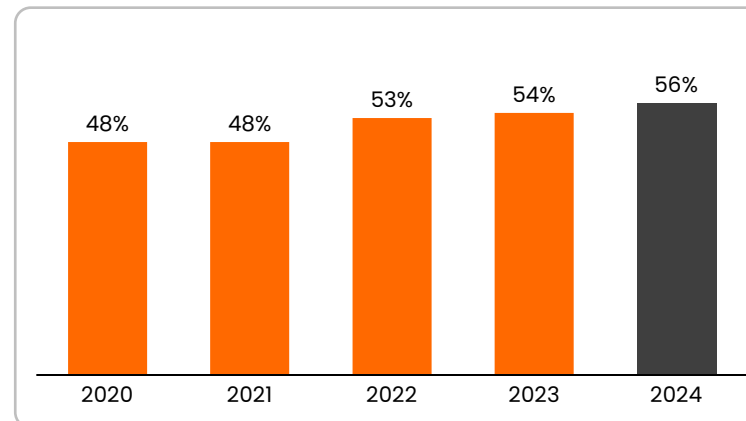
**Dist. Dividend per share<sup>1</sup>**  
in EUR



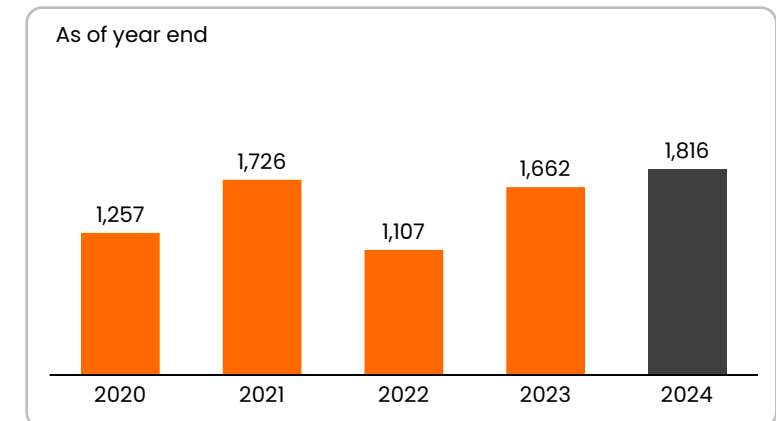
**Operational Cashflow**  
in EUR mill.



**Equity Ratio**  
in %



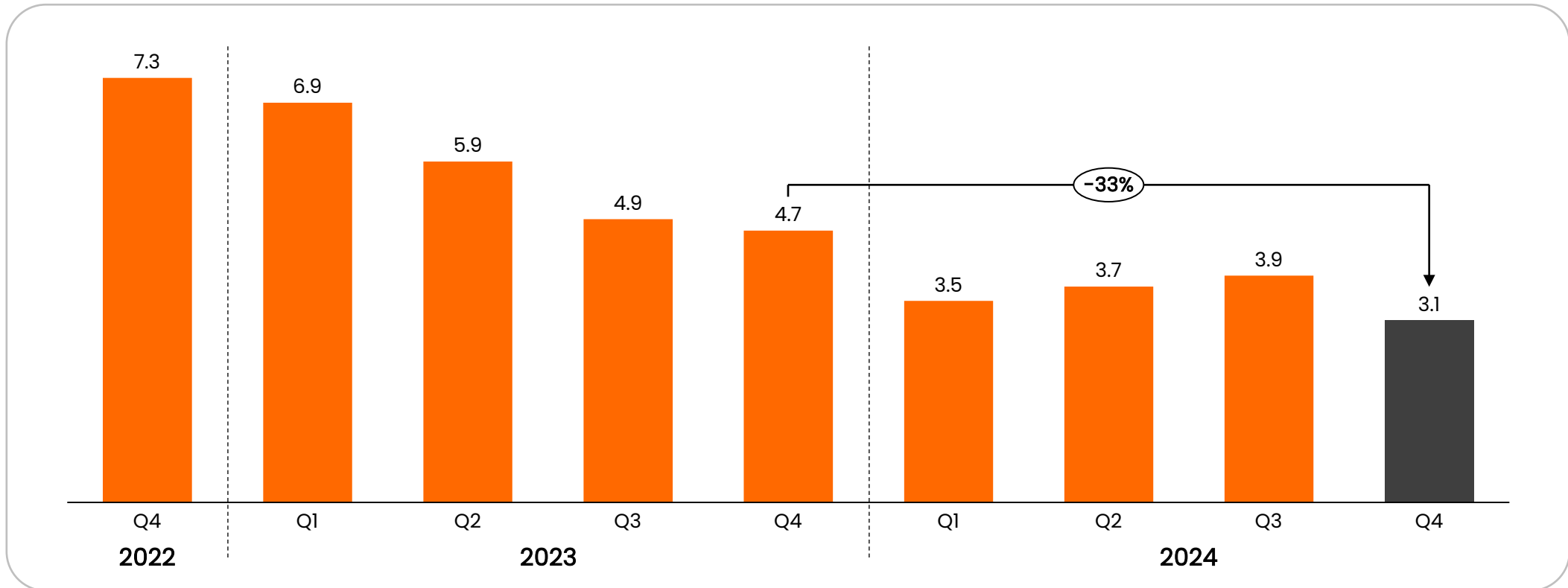
**Market capitalization**  
in EUR mill.



1. The previous year's figures have been adjusted due to stock split in 2024; rounding up to two decimal places

# On-premises order backlog

On-premises order backlog<sup>1</sup>  
Quarterly development in EUR mill.

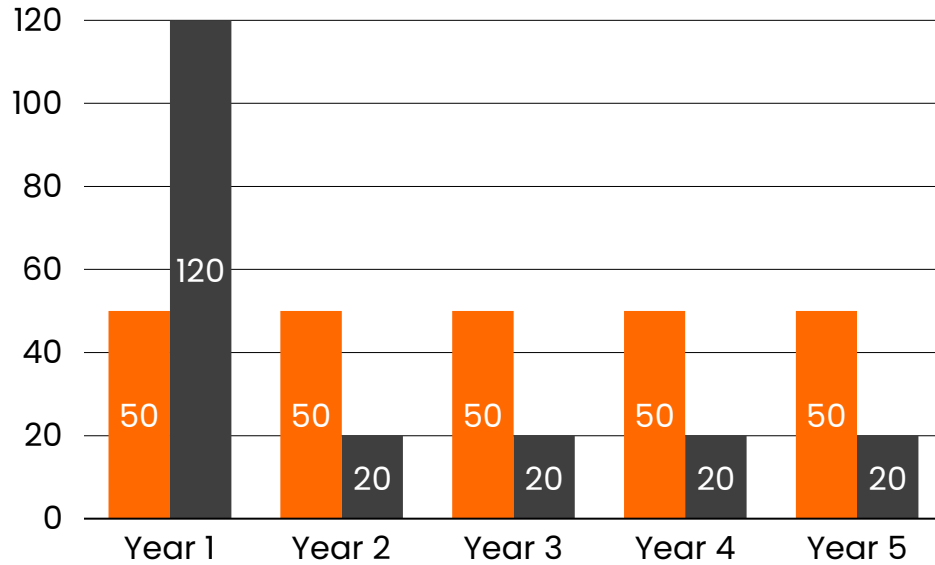


1. Typically revenue transformation within 12-18 months

# Cloud vs. On-premises model

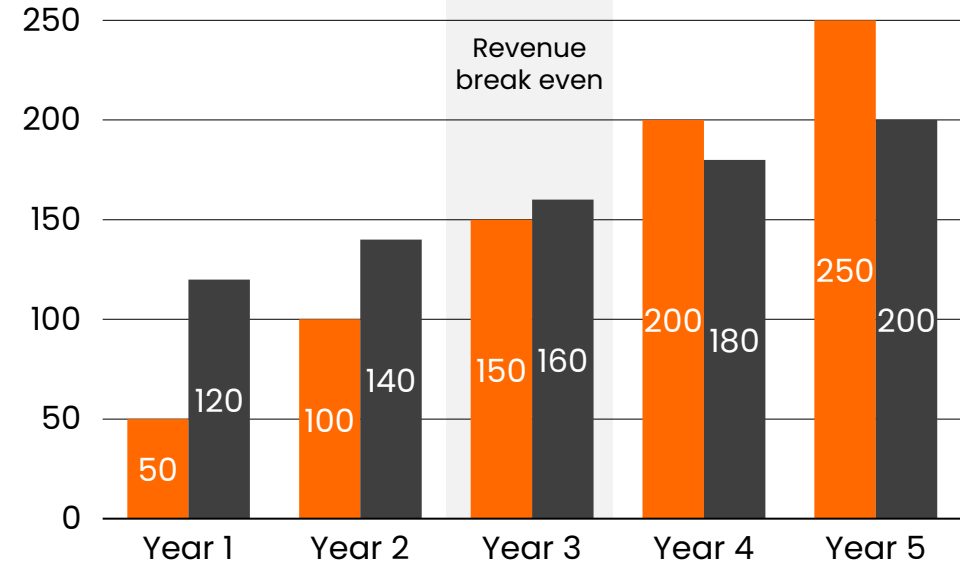
## Revenue/Payment scheme

### Cloud vs. On-Premises



Cloud (SaaS) On-Premises

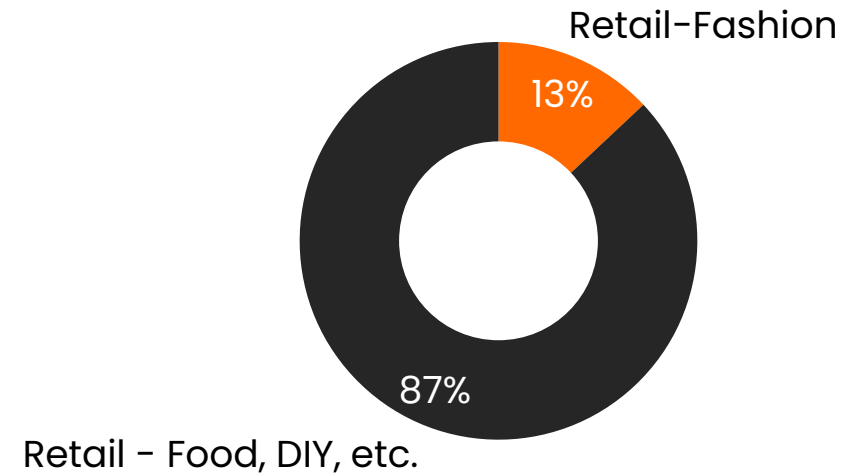
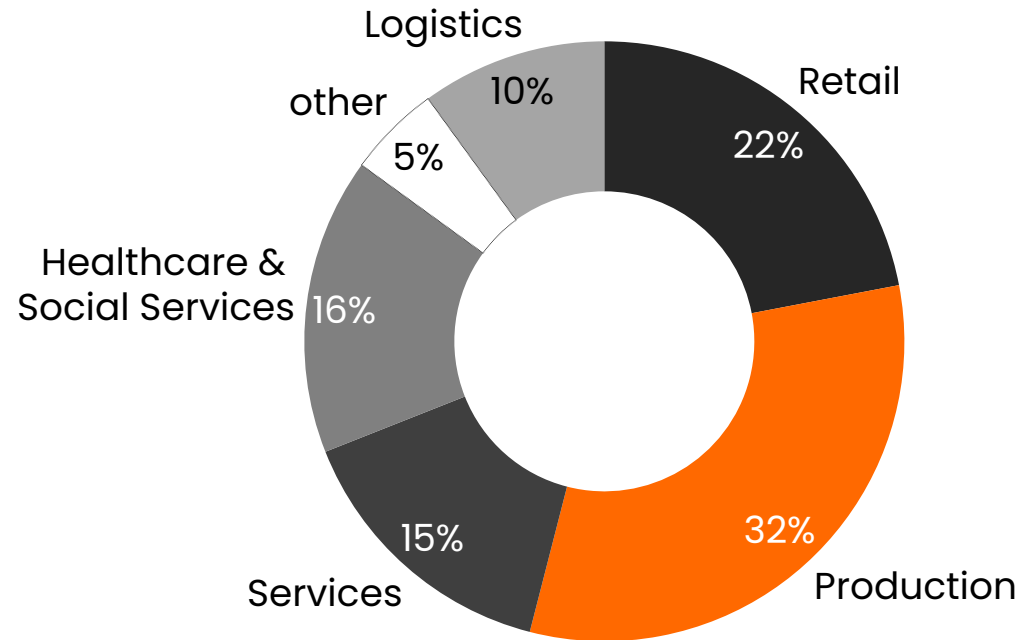
### Cloud vs. On-Premises (accumulated)



Cloud (SaaS) On-Premises

- Cloud services lead to service optimization and cost savings for ATOSS customers
- Service optimization and cost savings allow for increased accumulated revenue after 3.5 years

# ATOSS sales by segment<sup>1</sup>



The five largest customers account for approx. 6 percent of company's sales.