
# ATOSS ANNUAL REPORT

ATOSS | 2025

# Consolidated Overview as per IFRS

## Year on year comparison in KEUR

| | 01/01/2025 – 12/31/2025 | Proportion of Total sales | 01/01/2024 – 12/31/2024 | Proportion of Total sales | Change 2025 to 2024 |
|---|---|---|---|---|---|
| Sales revenues | 189,258 | 100% | 170,625 | 100% | 11% |
| Software | 140,680 | 74% | 124,856 | 73% | 13% |
| Licenses | 8,785 | 5% | 13,540 | 8% | -35% |
| Maintenance | 39,211 | 21% | 38,963 | 23% | 1% |
| Cloud & Subscriptions | 92,684 | 49% | 72,353 | 42% | 28% |
| Consulting | 39,628 | 21% | 35,943 | 21% | 10% |
| Hardware | 3,679 | 2% | 5,801 | 3% | -37% |
| Others | 5,271 | 3% | 4,025 | 2% | 31% |
| | | | | | |
| EBITDA | 72,883 | 39% | 67,829 | 40% | 7% |
| EBIT | 68,128 | 36% | 63,427 | 37% | 7% |
| EBT | 71,941 | 38% | 66,982 | 39% | 7% |
| Net profit | 48,367 | 26% | 45,451 | 27% | 6% |
| Cash flow (operating) | 47,232 | 25% | 59,472 | 35% | -21% |
| Liquidity [1/2] | 123,232 | | 112,216 | | 10% |
| EPS in Euro | 3.04 | | 2.86 | | 6% |
| Employees [3] | 856 | | 820 | | 4% |

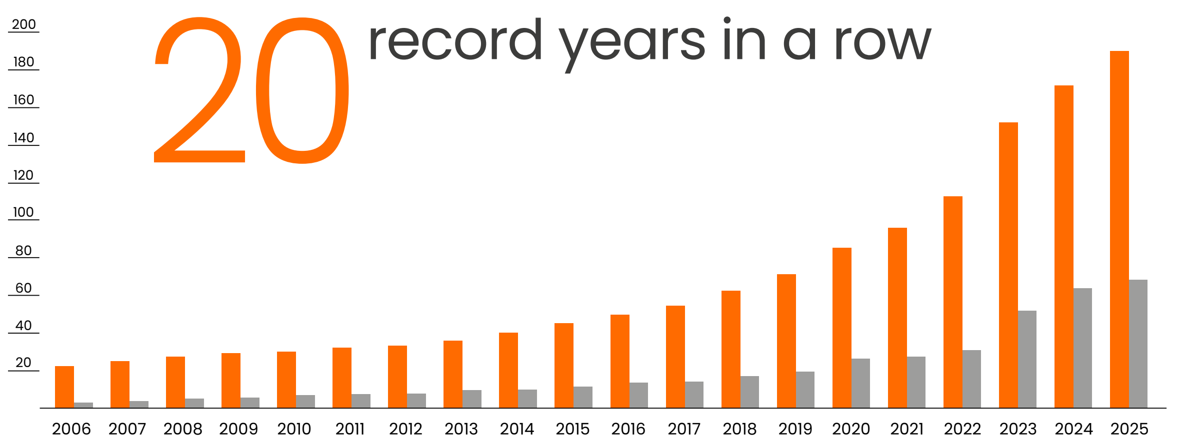
## Quarterly comparison in KEUR

| | Q4/25 | Q3/25 | Q2/25 | Q1/25 | Q4/24 |
|---|---|---|---|---|---|
| Sales revenues | 49,931 | 47,240 | 45,836 | 46,251 | 44,736 |
| Software | 37,502 | 34,938 | 34,211 | 34,029 | 33,366 |
| Licenses | 2,739 | 1,773 | 1,559 | 2,714 | 3,805 |
| Maintenance | 9,631 | 9,730 | 9,891 | 9,959 | 9,872 |
| Cloud & Subscriptions | 25,132 | 23,435 | 22,761 | 21,356 | 19,689 |
| Consulting | 10,052 | 10,127 | 9,414 | 10,035 | 9,074 |
| Hardware | 846 | 855 | 834 | 1,144 | 1,133 |
| Others | 1,530 | 1,321 | 1,377 | 1,043 | 1,163 |
| | | | | | |
| EBITDA | 21,200 | 18,390 | 16,572 | 16,721 | 18,828 |
| EBIT | 19,961 | 17,182 | 15,404 | 15,581 | 17,684 |
| EBIT margin in % | 40% | 36% | 34% | 34% | 40% |
| EBT | 21,443 | 18,254 | 15,555 | 16,689 | 18,811 |
| Net profit | 14,311 | 12,336 | 10,406 | 11,314 | 12,573 |
| Cash flow (operating) | -2,242 | 34,770 | -5,535 | 20,239 | -2,245 |
| Liquidity [1/2] | 123,232 | 125,690 | 91,249 | 131,910 | 112,216 |
| EPS in Euro | 0.90 | 0.77 | 0.66 | 0.71 | 0.79 |
| Employees [3] | 856 | 853 | 825 | 805 | 820 |

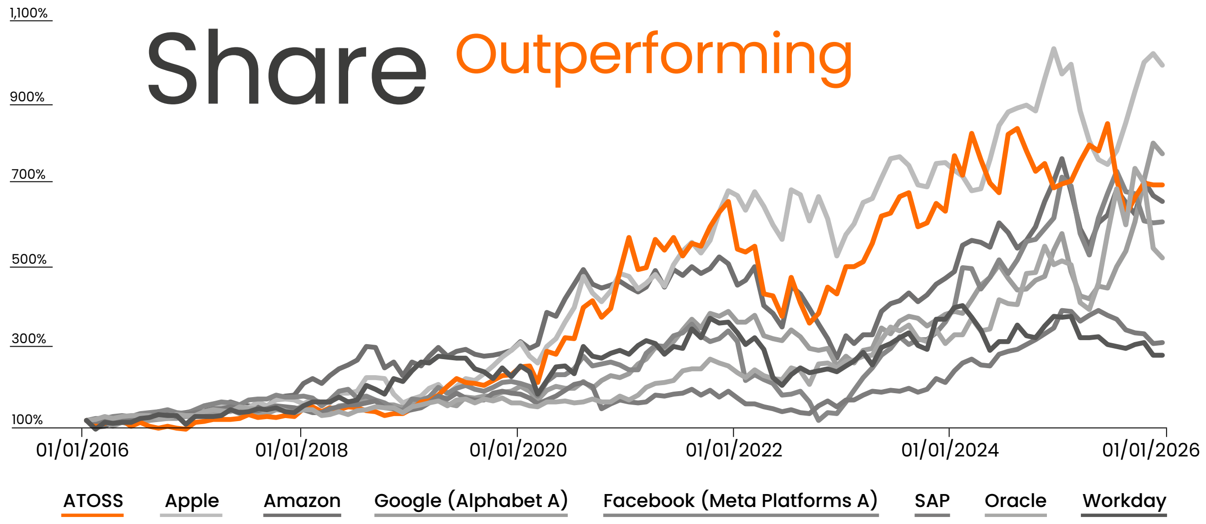
**1** Cash and cash equivalents, other current and non-current financial assets (sight deposits, gold) as of the qualifying date, adjusted to exclude borrowings (loans) **2** Dividend of EUR 2.13 per share on 05/06/2025 (KEUR 33,880). As a result of the capital increase from company funds and the issue of new shares in 2024, the dividend paid in 2024 was adjusted retrospectively for comparison purposes: dividend of EUR 1.69 per share on 05/06/2024 (KEUR 26,802). **3** at the end of the quarter/year



# Numbers, Data & Facts




With sales of EUR 189.3 million and an operating result of EUR 68.1 million, ATOSS closed financial year 2025 with a record result. It is the 20th record year in succession. Against the backdrop of sustained strong demand for workforce management solutions, the Management Board expects the company to continue its growth and success story in financial year 2026 and beyond.




ATOSS share has recorded enormous growth over the past ten years. At its peak, it recorded an increase in value of over 700 percent. In comparison with large software stocks, a clear outperformance can still be seen today.


ATOSS Workforce Management solutions are used worldwide.

# Contents

# Unleashing Productivity

## How AI Is Revolutionizing Workforce Management

**The emergency room is full. Two nurses and one physician have called in sick at short notice. A ventilator bed in the ICU is unavailable—and the morning shift begins in 30 minutes. In 2018, that would have meant chaos. In 2028, it means asking ATOSS Workforce Intelligence: "Show me where we will face critical gaps over the next four hours—and adjust so that neither quality nor working time limits are compromised." Seconds later, staff are reassigned across units. This AI tool pulls in employees with the appropriate qualifications, balances overtime, avoids risky double workloads—and transparently explains why each shift was changed.**

**We spoke to Andreas Obereder, CEO and Founder of ATOSS, about why companies must fundamentally rethink workforce management—and how artificial intelligence is becoming a central lever for significant, measurable productivity gains.**

**Andreas, scenarios like the above illustrate the potential of intelligent planning. How far away are we from that?**
At ATOSS, this reality began to take shape in 2025. Our world is clearly only at the very beginning of this journey and right now, we cannot fully imagine much of what will soon become a matter of course. But given the dynamic pace of technological progress, a scenario such as the above is likely to be no more than 12-24 months away.

**It's impressive what could soon become reality. But what does the situation look like today, and where does Europe stand in terms of productivity and potential? You've been calling for a radical rethink for some time.**
The debate about working hours is currently omnipresent—and international comparisons show clearly how wide the gap has become. In China, employees work an average of more than 2,300 hours per year; in the United States, around 1,800. Western European countries range between around 1,300 and 1,600 hours, placing them at the lower end of the OECD comparison. Moreover, we are in the midst of a structural productivity crisis, reflected in the widely reported productivity gap of around 30% between the US and Europe, according to the International Monetary Fund. But the problem runs much deeper: high levels of regulation, sluggish digitalization, and demographic change are further dampening economic momentum.

International institutions such as the IMF expect that, in the medium term, only around 20% of Europe's growth will come from productivity gains, with the rest driven by labor and capital. Given demographic constraints, expanding labor input is unrealistic, implying limited growth under current assumptions. At the same time, recent studies highlight the economic potential of new technologies. A study by the German Economic Institute estimates that AI could generate up to €440 billion in additional value creation for Germany by 2034. The majority of this potential is expected to come from productivity gains—for example through automated processes, better forecasting, and data-driven decision-making. This clearly illustrates the transformative potential of technology. AI and smarter workforce deployment can unlock substantial productivity gains. Data-driven planning, better forecasting and greater flexibility—including activating untapped labor potential—can raise output without extending working hours. The key is not more work, but smarter work. At the same time, geopolitical tensions and global crises are increasing volatility, straining supply chains and triggering sudden shifts in demand. All of this continues to constrain productivity growth. The situation is serious—and the pressure to act is steadily increasing. We have to substantially increase our productivity to safeguard prosperity, strengthen competitiveness and preserve our political room to maneuver over the long term. Without a significant increase in productivity, Europe risks losing even more ground in an increasingly competitive global economy.

> *What matters most is that innovation takes effect where value is created: in the planning and management of work itself.*
>
> **Andreas Obereder**
> **CEO | ATOSS**

**Can AI-powered workforce management really provide a decisive lever here? Do you have a concrete example?**
We see this clearly across our customer base. One case illustrates the impact particularly well: a globally operating manufacturer of lighting and electronic systems for the automotive industry, employing 10,000 people, estimates that a single plant alone is losing around 11 million euros a year due to machine downtime caused by staff shortages. Besides AI-supported workforce scheduling, the precise allocation of the right qualifications to specific workplaces and machine types is of critical importance in this case. This is where AI creates enormous added value. The decisive factor is that innovation takes effect where value is actually created—in the planning and management of work itself. AI-powered workforce management is therefore one of the most effective levers to close productivity gaps.

Another example is a global food producer and market leader in its segment with around 25,000 employees worldwide. Recently, this company was confronted by a fivefold increase in its raw material prices and had to reduce its personnel costs by 25% within 18 months. In such a stress test, a company that can rely on an AI-powered workforce management solution providing reliable analyses and visualizing unused efficiency potentials is in a position to carry out an orderly withdrawal. And if market conditions shift again, the company can scale capacity back up just as quickly and with the same level of control. With the support of our workforce management solution, the company in question very safely navigated the turbulent market conditions.

**That sounds like a powerful tool for managing uncertainty. How exactly does it work in practice?**
Intelligent, AI-based workforce management cannot eliminate uncertainty, but it enables companies to manage it strategically by anticipating staffing requirements, running scenarios, and responding to change faster, more soundly and, above all, with greater agility. Volatility becomes measurable. When decision-makers have real-time insights into how demand, capacity, skills, absences, and service levels interact, they can act systematically rather than reflexively.

AI-driven workforce management creates a shared, reliable data foundation for HR, Operations and Finance. That is decisive: not three differing truths, but one integrated view of productivity, cost, and quality. This foundation enables faster, clearer, and more accountable decisions. You can see this as a seamless transition from administering work to orchestrating it across internal employees, freelancers, platform workers, part-time and shift systems. Companies attempting to manage this complexity without intelligent workforce management are effectively navigating a storm without reliable instruments.

**What is the concrete impact on productivity?**
Workforce management ensures that every hour worked is deployed effectively in a data- and fact-based, agile and optimized manner. A good example is an international logistics group with 150,000 employees that is using our solution to manage temporary staff in targeted fashion, reduce costs, and create transparency. By improving attendance tracking and analyzing productivity data, it was able to reduce the number of external temporary workers by around 1,000 without any loss of productivity. At the same time, the overall quality of the workforce pool improved, turnover among permanent employees declined, and operational efficiency increased. This illustrates how data-driven workforce management translates directly into bottom-line results.

**And why can this not be achieved with so-called legacy systems?**
Legacy systems are built in silos and designed for largely static environments. They are fragmented, not cloud-enabled and based on data-poor architectures. Technologically, they were not designed to support modern AI capabilities. Requirements such as real-time planning, AI-supported forecasting, international scalability, and complex compliance management cannot be reliably future-proofed on such foundations. In short, these systems administer work, but do not orchestrate it.

**Are many companies in Europe still relying on such systems?**
Yes, unfortunately they are. According to current market analyses, more than 50% of companies are still operating legacy workforce systems. This is an alarmingly high number when you consider that these companies are simply not taking advantage of the enormous productivity gains made possible by AI-powered workforce management. Cloud adoption is still particularly low among large enterprises and in highly regulated or security-sensitive sectors. This is somewhat paradoxical if you consider the potential for greater protection against cyber crime offered by cloud solutions. For ATOSS this represents a significant replacement opportunity. Among our existing customers, cloud solutions are being widely adopted because of the numerous advantages they offer. More and more companies are realizing that they have no long-term chance of surviving in an internationally competitive environment without modern cloud-based platforms.

**Do we need to radically rethink workforce management?**
Absolutely. ATOSS has played a key role in establishing workforce management as an end-to-end discipline and thus set the benchmark the market is oriented to. Many companies are not even close to realizing this potential while we are already driving the next stage forward. Future-fit workplace management now integrates time tracking, workforce scheduling, and demand planning, as well as capacity and productivity management—and brings all of this together in a fully digital environment. Built on this comprehensive data foundation, our Workforce Intelligence provides C-level decision-makers with actionable insights at the push of a button. This enables companies to significantly increase productivity, reliably meet compliance requirements, and improve the employee experience through fair, transparent, and highly flexible scheduling, self-services, and active participation in shift planning.

Our next step goes much deeper. Modern, AI-powered workforce management is no longer an isolated system, but a central component of a people operating system—the platform through which companies holistically manage work, skills, and workforce risks. It is no longer just about working hours, but about skills, qualifications, demographic risks, and alternative deployment scenarios. Recent studies show that a large proportion of today's skills will no longer be adequate in just a few years. The Adecco Group's Global Workforce of the Future study, for example, classifies only 11% of employees as "future-ready". Without systematic workforce planning and targeted upskilling companies will not manage this transformation. By leveraging AI-powered workforce management, skill gaps can be identified early, quantified precisely, and strategically addressed. Companies that act now will secure a sustainable advantage in the competition for talent and productivity.

**So is planning moving toward recommendation and simulation?**
Precisely—through AI-based scenario analysis and predictive risk management. Decisions can be increasingly based on automated data analytics. As a result, workforce management becomes a genuine C-level instrument directly influencing productivity, employee experience, and transformation in a completely new dimension. It will be steered via practical, forward-looking questions such as: How will absence rates develop—for example in Q3 2026? Were there systematic over- or under-forecasts in specific time periods? How frequently do shifts start outside defined tolerance thresholds? Which employees in a given area show an elevated risk of leaving? And much more. The outcome is a management cockpit that accelerates decision-making and substantially improves decision quality.

**Many companies in Europe feel overwhelmed by the speed of technological change. What have been your observations?**
Technological progress is accelerating at a pace and intensity we have not seen before. We are truly in the midst of a technological revolution. For businesses and individuals alike, this is the most immediate game-changer worldwide—driven above all by cloud computing, AI, and quantum computing. Each technological breakthrough is no longer an end point, but the starting signal for the next wave of transformation.

History shows that fundamental eras do not end because resources are exhausted—they end because superior technologies emerge. The Stone Age did not end because of a shortage of stones, but because humanity developed better tools. What appears disruptive today will quickly become the new foundation on which innovations emerge that we can scarcely imagine today. Every development is upping the pace with which the rules of the game are shifting yet again.

*The Stone Age did not end because of a shortage of stones, but because humanity developed better tools.*

**Andreas Obereder**
**CEO | ATOSS**

*What feels disruptive today will become tomorrow's foundation—the platform on which innovations will emerge that we can scarcely imagine today.*

**Andreas Obereder**
**CEO | ATOSS**

**That sounds impressive.**
It is. 2025 marked the crossroads. AI systems are transitioning from hype to everyday productivity tools—in everyday life, in companies, in the public sector, healthcare and education. The pace of this development will dramatically increase in 2026. Quantum computing is one of the greatest enablers. I've been following this development very closely for many years. Pioneers such as PsiQuantum in Palo Alto are working at high speed to overcome the current limitations on AI with the help of quantum computers—and doing so very successfully. Experts anticipate that quantum systems could become viable for initial specialized use cases as early as 2027. What seems inconceivable today is a realistic future scenario.

**How do you see this technological development in relation to Europe's economic situation?**
The technology is available—but Europe is not yet leveraging its full potential. Rapid technological evolution is the key to keeping up with economic, demographic, and geopolitical developments. We have to consistently apply the available technology now and stop merely administering complexity. This is our biggest chance to build a competitive lead—for Europe and individuals alike.

**Let's talk about ATOSS' success. 2025 marked the 20th consecutive record year. Are you proud?**
Yes, of course we are. But it's also clear that record figures always reflect past performance. We are confident that 2026 can become our 21st consecutive record year. Our employees are outstanding experts in their respective fields, delivering excellence for our customers around the world every day. They deserve the credit for delivering 20 consecutive record years.

**What is the secret of ATOSS' success?**
ATOSS has always stayed close to the market and to our customers. We come from the operational reality of businesses, understand what everyday life is like in plants, stores, and service centers, and combine this operational understanding with a strategic perspective on technology, transformation, and what's on the agenda of top decision-makers. We do not see ourselves as a traditional software provider, but as workforce management specialists with advisory DNA. We combine technology, data, and industry expertise to turn the strategic potential of workforce management into measurable results—from the initial concept through to clearly defined KPIs.

A key pillar of our strategy is our expanding partner network, including companies such as SAP, Deloitte, Accenture, Microsoft, and Capgemini. These partnerships enable us to seamlessly integrate workforce management into our customers' system landscapes and generate added value across the entire value chain.

**In which areas is demand growing most strongly?**
Many sectors like manufacturing industry, healthcare, retailing, logistics, services have been historically strong and employ large and extremely complex workforces. It is here that modern workforce management offers enormous optimization potential. We are also seeing increasing demand for global, legally compliant workforce management solutions. Recently, a multinational corporation commissioned us to standardize the 46 different time management systems it had deployed worldwide. ATOSS Workforce Management enables such harmonization within a single, integrated platform. At the same time, structural drivers are gaining momentum: skilled labor shortages, demographic change, fluctuating demand, and recurring supply chain disruptions.

ATOSS is one of the few providers that covers the full spectrum from small businesses to multinational corporations. Demand remains high across all segments, including SMEs. Here, our ATOSS Time Control (ATC) solution is particularly strong. Companies such as the jewelry chain WEMPE, Giorgio Armani, VfL Bochum or Matratzen Concord are successfully using ATOSS Workforce Management to reduce their planning effort and strengthen employee involvement in scheduling.

We are particularly encouraged by the development of our newest platform, Crewmeister—our solution for small and micro businesses. In the past year, revenue grew by 28%, and we gained nearly 3,000 new customers. This demonstrates that professional workforce management is not limited to large enterprises—it is equally relevant for smaller organizations.

**What final thought would you like to share with our readers?**
We need to move beyond talking about digitalization and start putting it into practice in managing our most important asset: the workforce. Companies that continue planning with yesterday's systems should not be surprised if productivity falls short of its potential. AI-powered workforce management is one of the fastest and most effective levers for simultaneously increasing productivity, strengthening employee satisfaction, and enhancing resilience. If Europe acts decisively, we have a realistic opportunity not only to maintain our competitiveness, but to build a sustainable advantage for the future.

At ATOSS, our ability to contribute meaningfully to this development is due to our employees—their dedication, expertise, and innovative spirit. They are the ones who turn our vision into concrete solutions for our customers. And that is exactly what our mission is – designing work in such a way that companies are more successful and people more satisfied.

# Technology
## as an Enabler

Technology as a catalyst of transformation: automation, digital innovation, and AI enhance capabilities, boost efficiency, and unlock resilient, future-ready business models.

# Technology as an Enabler

Technology is no longer a supporting function. It is the layer where strategy translates into operational performance and long-term value creation—the backbone of scalable, capital-efficient growth. Organizational resilience does not emerge from reacting faster—it is built through systems that absorb volatility, orchestrate complexity, and remain governable under pressure. Technology connects leadership intent with execution, aligning people, processes, and data across increasingly dynamic environments.

People define ambition. Organizations establish governance. Technology operationalizes both at scale. When landscapes are fragmented, execution loses coherence and capital is deployed inefficiently. When platforms are unified and cloud-enabled, change becomes a repeatable, structured capability that can be industrialized across the enterprise. An integrated workforce management environment connects forecasting, planning, and real-time steering within a continuous control loop.

Such capability requires architectural discipline and sustained investment. Cloud-native foundations designed for scalability and compliance are not short-term upgrades but structural commitments. Organizations that invest in adaptive architectures reduce volatility risk and increase their ability to evolve without destabilizing operations or impairing profitability—turning transformation from a cost factor into a managed, predictable investment. Embedding intelligent capabilities into core processes elevates workforce management into a performance-critical and value-creating layer of the enterprise.

Many companies still operate within fragmented environments, with disconnected systems and inconsistent data limiting transparency and forecasting accuracy. At the same time, expectations are rising: employees demand fairness and flexibility, leaders require real-time insights, and regulators insist on traceability. These pressures converge most intensely in workforce management—the operational core where cost, service, and employee experience intersect and where operational risk and opportunity become most quantifiable.

Addressing this convergence requires integrated technological foundations. When forecasting, scheduling, compliance, and analytics operate on a shared data model, organizations gain a consistent operational truth. This enables predictable cost structures, stabilized service levels, and greater transparency across the enterprise—key drivers of economic resilience and margin stability and a prerequisite for scalable, data-driven steering.

Artificial intelligence represents the next structural evolution. Sustainable value arises when intelligence is embedded directly into operational processes. In workforce management, self-learning forecasts and scenario simulations allow organizations to anticipate workload shifts and evaluate alternatives within defined governance guardrails. AI does not replace leadership—it strengthens decision quality and accountability by augmenting human judgment with data-driven insights and quantifiable impact on cost, service quality, and risk exposure.

Because workforce management integrates compliance, real-time steering, and employee interaction, it exposes architectural weaknesses faster than most enterprise functions. Organizations that modernize it are compelled to standardize data models, strengthen governance, and move toward scalable, cloud-based environments. In this way, workforce management becomes a catalyst for broader technological transformation rather than merely a beneficiary of it and accelerates the return on digital investment by reusing common foundations across multiple use cases and business units.

With each planning cycle, accuracy improves and trust deepens. Organizations experience measurable impact: reduced overtime volatility, balanced workloads, and more predictable service delivery that can be tracked and managed through clear performance indicators. Workforce management is therefore not an administrative function but strategic infrastructure. It determines how effectively ambition is converted into execution and how consistently strategy delivers measurable outcomes in terms of growth, efficiency, and risk mitigation across cycles and market conditions.

Future readiness is the ability to remain effective across multiple possible scenarios. When technology is designed for adaptability, transparency, and control, workforce management becomes a leadership instrument—enabling organizations to act with clarity and confidence in an increasingly dynamic world while staying compliant and cost-effective and protecting long-term shareholder value through resilient, repeatable, and auditable execution.

**Shiney Sooraj**
Managing Director for Product & Development | ATOSS

*Resilience is engineered when workforce decisions are powered by intelligence, governed by design, and executed at scale.*

**Shiney Sooraj**
Managing Director for Product & Development | ATOSS

# Taking Workforce Scheduling to New Heights

*ATOSS enables us to flexibly map our complex staffing aircraft maintenance logics—without extensive programming.*

**Fabian Weng**
IT Product Owner | Austrian Airlines

Austrian Airlines is Austria's largest airline and operates a global route network with a strong focus on Central and Eastern Europe. Around 6,000 Austrian Airlines employees ensure that some 300 flights a day can take off and reach their destinations safely. 600 technical operations employees work around the clock to maintain the aircraft. Fabian Weng, IT Product Owner, and Simon Müller, Strategic Personnel Planner, share with us how Austrian Technik transitioned from an outdated inhouse solution to a modern workforce management system—and how configuration instead of coding is paving the way to true operational excellence.

**What prompted Austrian Technik to introduce a new workforce management solution?**
*Weng*: We had a custom-built software for workforce scheduling that, toward the end, was maintained by a single external developer. The system had become outdated, and operated as a standalone island solution. Further development was practically impossible. Eventually, the developer closed his company, and the system reached the end of its working life. So, we started looking for a cloud-based solution that would be continuously enhanced and meet our long-term requirements.

**What requirements must workforce scheduling meet in aircraft maintenance?**
*Müller*: We operate 24/7, have fixed shift cycles, and minimum staffing requirements for every workstation. The complexity mainly comes from the wide range of qualifications, different aircraft types, and specific authorizations, for example for engine start or training. The challenge is assigning the right, suitably qualified person at the right time—especially for qualifications that have become rare but are still needed regularly.

**How does ATOSS reduce this planning complexity?**
*Weng*: With ATOSS, we can flexibly map our staffing logics without major programming effort. Details of the qualifications are automatically provided by our maintenance software and are immediately available in workforce scheduling. That means we no longer have to manually check who holds which authorization.

*Müller*: At the same time, the solution is flexible enough to accommodate employee needs. Our old system offered hardly any interaction options—sometimes not even direct access. The Staff Center and the mobile app are a huge step forward: today, employees can simply view their schedules on their phones, which drastically reduces the number of inquiries. Even technicians with administrative tasks can now work from home thanks to the self-services function.

**What has been the biggest improvement for you personally?**
*Müller*: Transparency. In my role, I define how many employees we need per qualification. How many hours are employees actually deployed? How many are on vacation or unavailable due to training? We didn't used to be able to verify these numbers, but now we can determine them precisely.

*Weng*: For me, it's the release updates. They used to be nightmares: database adjustments, testing, errors. Now, the check runs automatically, we adjust two parameters, and everything is done in half an hour. Almost disappointingly unspectacular.

**What's next on the roadmap?**
*Müller*: This year, we introduced the training module. Next year, we expect a major shift toward self-management. When most shifts are predefined and employees schedule the remaining ones themselves—on a monthly or weekly basis—there are fewer change requests. Gaps are covered more effectively, overcapacity is reduced, and planning becomes more balanced.

**Do you feel well equipped for the future with ATOSS?**
*Weng*: Yes. ATOSS meets our needs, and since this solution is parameterizable, we can potentially advance many aspects on our own. Its simplicity is a major advantage. And behind it stands a company large enough to stay stable in the long term.

Austrian

**Austrian Airlines**
Deployed in: **Austria**
Industry: **Transport & Logistics**
Users: **600**
Interfaces: **AMOS | SAP Payroll**

# One Platform, Six Plants: Centralized Workforce Management

*ATOSS not only met our requirements, its configurability lets us adapt fast. When our labor agreement changed, we implemented about 95% of the updates in-house, giving us the flexibility and speed we need.*

**Marieke Westerik**
Interim Manager Strategic Workforce Planning | Refresco Benelux

Refresco Group is the world's largest independent bottler of soft drinks and fruit juices, with more than 10,000 employees across 60 production sites in 12 countries. Refresco Benelux supplies leading retailers in the Netherlands and Belgium and national and international A-brands from six specialized plants. Marieke Westerik, Interim Manager Strategic Workforce Planning at Refresco Benelux, explains how the business centralized time management and workforce planning with ATOSS.

**What prompted Refresco to rethink time management and planning?**

Seasonal peaks, especially in summer, exposed capacity gaps. Planning was fragmented across Excel files and even physical boards, while attendance was still paper-based at most sites. Time registration ran in a separate, outdated system that didn't reflect labor regulations. The result was compliance risk, a heavy manual workload to finalize payroll, and no consolidated view of capacity across plants.

**Why did Refresco choose ATOSS?**

We ran a structured selection process: eight vendors responded, three presented, two reached the demo stage. A cross-functional committee of roughly 10-15 people, key users from each plant, HR, time registration and payroll, assessed the fit against a detailed requirement list. In the final round, about 90% of participants preferred ATOSS. Configurability was decisive: ATOSS not only met our requirements, its configurability lets us adapt fast. When our labor agreement changed, we implemented about 95% of the updates in-house, giving us the flexibility and speed we needed. That matters when each plant has distinct labor rules, and a partly centralized labor agreement requires rapid updates.

**What did you implement with ATOSS?**

We brought planning and realization together: plan versus actuals, clocking, attendance, and time registration in one place. We connected HR master data so new and permanent employees flow automatically into ATOSS and linked our skills matrix, so records are created and closed automatically. Crucially, we manage both permanent and flexible labor in the same system because our flex share fluctuates during the year. Centralizing removes error-prone manual steps and creates a single data foundation.

**What were the main challenges during implementation?**

Team leaders plan their departments while running production. Digital skills vary, and the breadth of options in a powerful system can feel overwhelming at first. We invested in training and shared feedback and discussed options with ATOSS development to simplify day-to-day tasks. The model that works for us is that key users handle configuration and complexity while team leaders focus on approvals and exceptions, so they spend less time behind a laptop and more time on the line.

**Can you already see the impact of ATOSS?**

Yes. Payroll output is cleaner: we integrated more variables, eliminated manual adjustments, and now manage by exception. For production, leaders have earlier visibility into availability, open positions, and required skills, so we can train or hire in time for peak periods. Employees benefit from transparency: balances are visible daily with a year-end view, and leave requests show how many colleagues are off. That spreads vacations more evenly across the year and shifts ownership to employees for overtime requests and resolving missing hours, with team leaders primarily approving. With standardized data, plant and HR leaders gain insights into overtime and capacity, and we can proactively plan vacations and adjust our flex levels based on real needs.

**Refresco Benelux**
Deployed in: **Netherlands**
Industry: **Manufacturing**
Users: **1,900**
Interfaces: **Exact**

# Where Technology Takes Root and Digitalization Comes to Life

*At the end of the day, a new tool doesn't just affect IT, but also the people who work with it every day.*

**Thomas Herth**
IT Solution Consultant | Syngenta

The Syngenta Group is a global innovation leader in agriculture with its headquarters in Basel, Switzerland. More than 56,000 employees develop state-of-the-art crop protection solutions and seeds in over 90 countries. Thomas Herth, IT Solution Consultant, acts as a link between HR and IT. Here, he shows how to successfully introduce workforce management technology, even under intense time pressure, and why the interplay of technology, people, and culture ultimately determines success.

**Where do you see the biggest challenges in workforce management?**
In the diversity. In Switzerland alone, we have six locations with different languages, cultures, and levels of technological maturity. Globally, it becomes even more complex. Processes need to be harmonized without neglecting local specifics.

**You implemented ATOSS within Syngenta AG in German-speaking countries in 2018. What triggered that decision?**
When we changed our HR core system, it became clear that we needed a timekeeping solution that went beyond standard functionality. ATOSS met these requirements and also offered a phased rollout. That was a decisive advantage because we only had nine months for the entire implementation.

**What were the requirements from IT?**
The systems had to communicate cleanly with one another: HR core system, ATOSS, payroll, and in Switzerland also the access control systems. Data exchange needed to be stable and accurate. That was technically demanding, but doable.

**Many companies feel uncertain when launching new technology. Is that your experience too?**
Absolutely. At the end of the day, a new tool doesn't just affect IT, but also the people who work with it every day. Especially at plants with an older workforce, you can clearly sense initial hesitation. For example, if clocked times aren't visible right away, distrust can quickly arise. Taking these concerns seriously and explaining things transparently is crucial. Otherwise, even the best technology will fail due to a lack of acceptance.

**How do you deal with these uncertainties and changing employee expectations?**
Uncertainty often arises when new technology meets well established habits. At the same time, younger employees in particular expect more freedom to determine their working time themselves. Flexibility is becoming a key issue. Tools like ATOSS support this, but in the final analysis it's always a change process as well. It's important that managers and teams understand that working time arrangements are less rigid today.

**What improvements have you noticed since the implementation?**
The biggest change was that for the first time, employees could manage their time recording themselves: vacation, absences, corrections. That took a lot of pressure off our processes. Acceptance has increased even further thanks to the self-service functions, the Staff Center, and the mobile app. Workflows, remote work regulations, and legal requirements are also much easier to map now.

**You are about to introduce workforce scheduling. Which challenges are you addressing with this?**
We want to streamline processes. At one of our plants, three employees plan shifts exclusively in Excel. That's no longer in keeping with the times. We also want to enable flexible shift models with ATOSS. More flexibility in shift planning will further strengthen our attractiveness in the labor market.

**What advice would you give companies that are just starting out with digitalization in workforce management?**
Involve employees early. Don't just take decisions, but ask people what they need. And, if possible, roll out in phases. That helps enormously in acceptance terms.

**How important is an innovative partner for your future plans?**
Very important. A partner who knows us also understands the nuances within the company. And they know what is technologically feasible. We don't need glossy slide decks; we need clear statements: "This is how it works" or "That won't work." An open, honest partnership like the one with ATOSS is crucial for us.

syngenta

**Syngenta Group**
Deployed in: **Austria | Germany | Switzerland**
Industry: **Manufacturing**
Users: **3,300**
Interfaces: **ADP (Paisy) | Workday**

# Embarking on a Global Harmonization Journey

*When evaluating solutions, ATOSS convinced us with strong SAP certification, deep expertise in time and attendance, and a solid reputation inside Tenneco.*

**Olivier Knoderer**
Executive Director HR Technology | Tenneco

With more than a century of innovation behind it, Tenneco is a business that doesn't just adapt to change, but accelerates it. Today, this global automotive supplier is embarking on a cloud-driven transformation to harmonize payroll and time across 13 countries. Olivier Knoderer, Executive Director HR Technology, leads the strategic initiative to build up a future-proof foundation for global reporting, compliance, and employee experience at Tenneco.

**What triggered the decision to look for a global time and attendance solution?**
Our transformation toward a cloud-based HR landscape gave us the opportunity to rethink and harmonize our processes. Over the years, our time and payroll setup had become fragmented. We knew we needed a modern, unified approach. For time and attendance, we selected ATOSS to cover eight countries in Europe and South Africa. When evaluating solutions, ATOSS convinced us with strong SAP certification, deep expertise in time and attendance, and a solid reputation inside Tenneco.

**Time and attendance can be especially complex. What makes it challenging for you?**
Legislation. Europe is by far the most complex region when it comes to time and attendance. The rules, regulations, and collective agreements make it much more complicated than in other regions. Based on what we've seen so far in presentations, workshops, and test phases, ATOSS fully covers the complexity we need.

**And what were your main goals for the program?**
The main goal is harmonization: reduce complexity, apply best practices, and standardize globally—while still allowing for local requirements. Because of our history of acquisitions, even sites within the same country often work differently. We want to harmonize processes and naming conventions globally. At the same time, time models, time rules, and absence types will remain country-specific, as legislation and collective agreements differ significantly.

**So, were efficiency and transparency key drivers?**
Absolutely. Today, supporting all the different rules is extremely complex, and global reporting is almost impossible. If we want to know how much vacation was taken across Europe, we can't get that data. With harmonized processes and naming conventions, we'll gain efficiency, flexibility, and transparency. If someone is absent, another location can support them. And we can finally generate global reports—even if absence types differ by country.

**And what about the employee experience?**
That's a big one. Today, employees don't use self-services. Everything is done manually. With ATOSS, even blue collar workers without a company email will have digital self-services. No more paper forms. They will be able to request vacation or record time easily—on a terminal, desktop, or mobile device. That's a major improvement.

**How important is the cloud aspect for you?**
It's essential. Cloud is the future. From a business perspective, the biggest advantage is flexibility. If Tenneco grows or acquires new locations, integrating them will be much easier with a cloud solution than with on-premise systems.

**How would you describe the collaboration with ATOSS so far?**
The collaboration has developed very positively. We needed to align our ways of working at the beginning, but both sides adapted quickly. Working with the ATOSS team helped us establish a clear process template for countries, and that created a strong foundation.

**And is the integration with payroll a major focus for you?**
Yes. I'm not worried about the technical interface to EC Payroll—ATOSS is certified and has experience. The real challenge is defining what data goes into payroll, how it's documented, normalized, and integrated. It's less about technology and more about functional and organizational alignment.

**What will success look like for you after going live?**
Two months after going live, I want to see people in production using the system. That will be the biggest indicator of success. If we implement ATOSS with employee self-services and nobody uses them, I'd be disappointed. Adoption is key.

TENNECO

Deployed in: **Belgium | Czech Republic | France Germany | Poland | South Africa | Spain | UK**
Industry: **Manufacturing**
Users: **17,500**
Interfaces: **EC Payroll | SAP SuccessFactors**

# Organization
as a Designer

Organization as a frame
for agility: proactive planning,
meaningful metrics, and
courageous leadership build
capabilities to anticipate disruption,
harness it, and grow from it.

# Organization as a Designer

Organization is more than just a chart. It is based on three closely interlinked dimensions: structural organization with clear responsibilities, procedural organization with efficient business processes, and the control model that defines hierarchies, decision-making paths, and leadership.

Economic activity is impossible without a functioning structural and procedural organization. Only clear structures, defined processes, and binding rules can create a framework in which corporate goals and entrepreneurial resilience can be achieved. After all, resilience will only emerge if an organization remains controllable while allowing for change. That is why successful companies understand organizational design not as a static result of historical developments, but as a consciously shapeable element that significantly determines the company's success.

In practice, however, many companies are facing considerable organizational challenges. They are often failing to adapt because of sluggish processes that do not respond quickly enough to new requirements. Besides, coordination processes can make necessary changes more difficult, particularly in complex governance structures. Additionally, there is a high degree of risk aversion, with risk of change often rated higher than the risk of inaction. This is reflected in the findings of the ATOSS FutureWorks study with 66% of the companies surveyed only reacting to change instead of actively preparing for it, and the long-term risk of failing to adapt often underestimated.

At the same time, many companies are showing that there is another way. They do not view change as an exceptional situation but proactively drive it forward. After all, anyone who regularly undergoes change will lose their fear of the unknown. Change becomes more predictable, the perceived risk is put into perspective, and the focus shifts more toward opportunities. Our customers are the best example in that they prove that if technology is sensibly embedded in organizational structures, it will support and accelerate processes, make workflows more efficient, and positively influence the workforce and corporate culture.

This way, digital workforce management makes an important contribution to the successful organization of a company. At the operational level, it ensures that human resources are deployed flexibly, cost-effectively, and in line with requirements. This directly strengthens responsiveness in day-to-day business. At the strategic level, digital workforce management enables requirements, skills, and capacities to be recognized at an early stage and translated into targeted personnel measures. Qualifying measures, long-term planning, and agile control mechanisms provide orientation in an environment where the future cannot be predicted with any certainty. However, the measures described can only be implemented effectively if the right people and environment are in place. People with the right skills and abilities, the right decision-making authority, and a culture that encourages bold and consistent action will ultimately make a decisive difference.

**Michael Knoblauch** (r.) | Executive Director Strategy & Process Consulting | ATOSS Consulting
**Josef Jäger-Gammel** (l.) | Senior Project Manager Strategy & Process Consulting | ATOSS Consulting

> *Successful companies have understood that the conscious design of structural and procedural organization is a key lever for the success of the entire company.*
>
> **Michael Knoblauch**
> Executive Director Strategy & Process Consulting | ATOSS Consulting

# The Active Ingredient That Simplifies Time Management

*We needed an intuitive, mobile-enabled system that would map the legal and our company-specific requirements in a pragmatic and transparent way. ATOSS was the best match for that.*

**Verena Kühnemann**
Head of HR & Administration Germany & Switzerland | betapharm Arzneimittel (Dr. Reddy's Laboratories)

betapharm Arzneimittel, part of the international pharmaceutical group Dr. Reddy's Laboratories since 2006 and one of the leading generic drug manufacturers in Germany, has fundamentally modernized its time management system. Verena Kühnemann, Head of HR & Administration Germany & Switzerland, and Kristin Schiller, HR Project Management, explain why the company introduced ATOSS and how the new solution is bringing added value in terms of transparency, efficiency, and employee satisfaction.

**How did you first come across ATOSS?**
*Kühnemann*: Our previous time management system did not deliver what we needed. A lot of things still ran via Excel—an inefficient, error-prone workaround. We needed an intuitive, mobile-enabled system that would map the legal and our company-specific requirements in a pragmatic and transparent way. ATOSS was the best match for that.

**What would have happened if you'd kept the old system?**
*Kühnemann*: From an administrative standpoint, it would have remained cumbersome. We had to manually follow up on employees' work hours, correct error logs, and handle many tickets. The workaround alone tied up the equivalent of one full-time job—a significant cost and resource factor.

**What convinced you to go with ATOSS?**
*Kühnemann*: This solution nicely fits into our global system landscape. Our SAP master data are managed at headquarters, so the interface between ATOSS and SAP had to work smoothly.

*Schiller*: We were also impressed by the user-friendliness and the ability to configure and adjust many things ourselves thanks to the numerous configuration options. ATOSS is not as rigid as other time recording systems.

**What requirements does your new time management solution need to cover?**
*Kühnemann*: Above all, our international set-up. In Switzerland, for example, we need to accurately represent two slightly different sets of regulations. This is where the flexibility of ATOSS helps enormously. Additionally, we had to take our HR transformation into account: new roles, responsibilities, and approval workflows, for example when managers in other countries have to approve German employees. The combination of our international set-up and organizational changes made the project complex.

**Where do you currently stand in the rollout?**
*Schiller*: We started in Germany, since that's where the greatest need was. We've been live since October 1, 2025. Switzerland went live at the end of 2025 and Spain, Italy, and France will be added in 2026.

**How is the solution being received in day-to-day operations?**
*Schiller*: In the past, working times were frequently only visible weeks later. Employees didn't know whether they should take vacation or reduce their overtime. With ATOSS, they see this in real time, and errors are highlighted in color. This creates a real-time transparency we simply didn't have before. Employees, field staff, and the works council are responding positively because we now have a system that is perceived as supportive rather than a burden.

**What administrative benefits are you seeing?**
*Kühnemann*: We're saving time and money because we no longer need the Excel workaround. The error rate has dropped significantly and we have to make fewer corrections or manual calculations. This has taken a lot of work off our hands.

**Which feature could you no longer do without?**
*Kühnemann*: The mobile capability. At locations without terminals and for our field staff the mobile app is essential to record their work hours without much effort.

**What lessons would you like to share with other organizations?**
*Schiller*: Project management and the key user role should be closely aligned. That way, you ask the right questions and make better decisions. And you need to involve end users at an early stage. The early involvement of the works council in our user acceptance test also provided many valuable insights.

**Do you feel well prepared for rollouts in other countries?**
*Schiller*: Yes. Because the system is cloud-based, we can onboard additional countries quickly. On top of that, Spain, Italy, and France have fewer complex requirements, which makes us very optimistic about the future.

Dr.Reddy's

**betapharm Arzneimittel GmbH (Dr. Reddy's Laboratories Ltd)**
Deployed in: **Germany**
Industry: **Manufacturing**
Users: **400**
Interfaces: **ADP (Paisy) | SAP HCM**

# From Reporting Requirements to Global Transparency

*All in all, ATOSS does one thing for us–it makes our work easier.*

**Sarah Thau**
People Operations & Digitalization Director | Cabka

Cabka develops and manufactures durable, fully recyclable plastic pallets and large load carriers from recycled plastics. The company employs over 700 skilled workers at sites in Europe and the USA. Following its IPO, Cabka faced increased reporting requirements. In 2024, the company opted for a combination of an HR master data system (Rexx Systems) and ATOSS as its global workforce management system. Sarah Thau, leads the human resources management in Berlin and Amsterdam, manages the global digitization project and is a key driver of HR IT transformation at Cabka.

**What prompted Cabka to revamp its workforce management?**
Going public significantly increased our reporting obligations, also in the human resources field. Until then, we had consolidated key figures using local Excel lists, which was error-prone, slow, and unreliable. At the same time, we were unable to consistently evaluate key metrics, such as actual hours worked. Without an integrated system, this would not have been sustainable in the long term, which is why we decided to move to a global HR IT setup.

**Why did you choose ATOSS?**
In the live demos, ATOSS particularly impressed us with its personnel deployment planning and the prospect of being able to roll it out globally. The combination of time management, absence management, and deployment planning in a single system was the deciding factor.

**What is the current status of the project?**
We went live in Germany on March 1, 2025 and we are currently optimizing reports for managers and planners. The next quality leap is demand planning. We want to use this to identify any over- and under-coverage at an early stage and address it systematically. Spain went live with worktime recording and absences at the beginning of October 2025 and as the next step, we want to add project time recording because many customer projects are running there. For Belgium, we are planning to go live between March and October 2026 with two production sites, probably with terminals, project time recording, and personnel deployment planning.

**How has the introduction of ATOSS affected planning quality?**
The most important advantage is transparency. We work with standardized shift models and clear rules. Absences and times flow directly into the planning, eliminating the need for double maintenance. Shift supervisors can see current availability and make decisions based on consistent data. Managers receive target group-specific evaluations, which we are continuously refining. Short-term rescheduling can be managed in a targeted manner because the impact on team size is immediately visible, making planning more transparent and stable while reducing the number of queries. All in all, ATOSS does one thing for us—it makes our work easier.

**What experiences would you share with other project teams?**
First, even small sites can trigger a lot of discussion, so don't underestimate this. At some sites, it wasn't so much the technology that took time, but rather the clarification of processes. It helps to clearly distinguish between discussing system limits and process rules. Second, standard interfaces can quickly become customized. Even a few additional fields increase the complexity and sensitivity in the event of changes.

**What has become indispensable for you since the introduction of ATOSS?**
The biggest lever is the app. We retroactively licensed it, which has greatly increased acceptance levels. Vacation requests, time off, and sick notes are now handled digitally and on the go instead of by email and Excel. The app has become part of many people's daily routine. Senior managers benefit from the fact that absences are immediately visible in the schedule. If there's one feature I wouldn't want to give up, it's this one because it's intuitive and noticeably reduces the administrative workload.

Cabka

**Cabka Group**
Deployed in: **Belgium | Germany Netherlands | Spain**
Industry: **Manufacturing**
Users: **500**
Interfaces: **DATEV | Rexx Systems**

# Transparency Makes Organizations More Agile

*So far, we've been able to implement everything we've needed. After just four months, we can manage many things ourselves. That makes us optimistic.*

**Francisco Ballesteros**
HR Payroll Specialist, (Teamlead) Payroll & Personal Service | dalli group

For 180 years, the dalli group has been a family-owned company combining tradition with innovative strength. As a European specialist for beauty and household care, it pursues the vision of "We make life easy". Against this backdrop, Francisco Ballesteros, HR Payroll Specialist, (Teamlead) Payroll & Personal Service, talks about the introduction of a new time and attendance solution—a project that has brought tangible change to more than 1,400 employees at three locations.

**Why did you need a new time and attendance solution?**
Our previous systems were getting old. The time and attendance system was particularly critical because support for it had been discontinued. We had to act quickly.

**What requirements did the new solution absolutely have to meet?**
Our very complex shift system had to be mapped. We work in three-shift and continuous shift operations, i.e., around the clock. For capacity utilization reasons our shifts and work schedules are often changing. That was hardly possible to reflect in the old software. We also no longer wanted to be dependent on an external service provider for every adjustment, as that is expensive, time-consuming, and not something we can control.

**Why did you ultimately choose ATOSS?**
We compared several providers. ATOSS was the only solution that could cleanly map our shift system. Additionally, ATOSS enables us to control many things ourselves, which makes us more adaptable.

**You went live with 1,000 employees. How did that go?**
Surprisingly well. We had virtually no pilot phase because we started with all our employees right away. Of course, there were many questions—it's a completely new system. But the real-time transparency was a major benefit.

**From your perspective, what was the biggest milestone in the project?**
That we really built the system on a greenfield basis. We had to create all the work schedules and time models from scratch because there was no clean documentation from the old system. Even so, we went live between mid-May and October—despite the vacation season. And we managed it all with a team of only 2.5 people. That's an achievement I'm proud of.

**What noticeable changes have there been since going live?**
Transparency is significantly better. Our employees can immediately see their times and we can correct them right away. It's been an "aha" experience for many of them. The self-services functions are now working properly: printing time reports, viewing clock-in times with pay codes, getting push notifications—none of that existed before.

**What impact has the automated payroll interface had?**
A very positive one. Previously, times were transferred at night and only then evaluated. Now the process is cleaner and more traceable. We're still in the optimization phase but we're headed in the right direction.

**How's your experience of working with ATOSS been?**
Working with ATOSS is a very professional experience. Their consultants respond quickly, have a wealth of experience, and provide us with helpful best practices. At the same time, we feel well-positioned for the future with this solution: so far, we've been able to implement everything we've needed. After just four months, we can manage many things ourselves. That makes us optimistic.

**What lessons you've learned would you like to share with other companies?**
Even though it worked for us, I would recommend starting with a smaller pilot group. There's an enormous number of questions to start with. Going live with 1,000 people created a great amount of work.

**What does the project mean for your department—and for you personally?**
It's very significant. Many of our systems are old; many things were done "because that's how we've always done them". I wanted to change that. We've already modernized a lot, and things are running better. You should simplify processes as much as possible and stay technically up to date. In that respect, we're in a good position with ATOSS.


**dalli group**
Deployed in: **Germany**
Industry: **Manufacturing**
Users: **1,400**
Interfaces: **ADP (Paisy) | SAP SuccessFactors**

# Reliably Mapping Collective Wage Agreements and Company Regulations

*In our latest IT survey*
*ATOSS was our employees' favorite tool.*

**Christian Kurray**
Head of HR Service & Digitalization | HENSOLDT

HENSOLDT is a leading, globally operating company in the European defense industry. The sensor specialist head-quartered in Taufkirchen develops networked, platform-independent air, land, sea, cyber, and space solutions. Since 2020, HENSOLDT has relied on ATOSS for time management in Germany, France, South Africa, and the UK. Our conversation partner Christian Kurray is responsible for HR service and digitalization, including all HR systems, tools, and processes, as well as analytics and reporting.

**Why did Hensoldt choose ATOSS?**
In 2020, after a comprehensive analysis, HENSOLDT chose ATOSS. The decisive factors were the ability to reliably model complex collective wage agreements and company regulations—especially in the IG Metall environment—and the technical fit. When we were shifting our global HR suite, we again examined whether time management could be sensibly shifted into the existing systems. We ultimately came to a clear decision that ATOSS would continue to be used and rolled out globally. France, South Africa, and the UK went live on July 1, 2025. Today, nearly 10,000 employees are working with the solution. And our decision has been validated: In our latest IT survey ATOSS was our employees' favorite tool.

**How did you approach the ATOSS rollout?**
We focused on transparent communication: advance information sessions and short explainer videos conveyed the most important functions and changes while HR received targeted training. Beyond that, we deliberately refrained from large-scale training measures because the system is very intuitive in everyday use. A key success factor was the early involvement of employees. When integrating a new entity with 1,600 employees, this approach led to remarkably few support requests in the first few weeks.

**How is ATOSS being used in your day-to-day work?**
The focus is on time and attendance complemented by task management and the ATOSS Staff Center, including the app. Late last year, an employee dashboard was introduced and has been expanded step by step. Personnel deployment planning is not yet operative but it's on the agenda as the next expansion stage.

**What makes workforce management particularly demanding in your industry?**
In addition to the collective wage agreement with IG Metall, HENSOLDT has complex, historically grown works agreements. There are also time-value accounts or lifetime working-time accounts with work-hours and financial conversions, including on-call duties. Many of these constellations are now partially automated in ATOSS. This increases process reliability and saves HR and managers work. But it also requires very careful parameterization so the rules consistently take effect.

**What will be important for HENSOLDT in the future?**
HENSOLDT is growing strongly: thousands of new hires per year and a long-term doubling of the workforce in a five-year cycle are realistic scenarios. This means a scalable, stable system is needed—one that is easy to maintain and further develop. At the same time, workforce management is a lever for employer attractiveness. To attract and retain younger generations, HENSOLDT relies on consistently digital, mobile self-service functions, modern interfaces, and automated processes.

**Looking ahead, what further developments are planned?**
HENSOLDT is increasingly shifting from manual, workshop-style processes to shift operations and higher volumes. As a result, workforce scheduling is gaining importance. In the short term, task management and employee dashboards will be expanded—for example, with automated notifications when flex-time balances exceed certain thresholds, including reduction plans and links to relevant agreements. HENSOLDT is already using RPA to automate recurring steps in ATOSS. For example, after remote work is approved, a bot initiates the authorization process and enables the corresponding portal.


HENSOLDT
Detect and Protect.

**HENSOLDT**
Deployed in: **France | Germany**
**South Africa | UK**
Industry: **Manufacturing**
Users: **10,000**
Interfaces: **Accurat/SDWorx | SAP | Workday**

# Structures That Enable Change

*By working with ATOSS, we have a partner that not only meets today’s requirements but actively drives innovation and supports us in the long term.*

**Klaus Oesterle**
Head of HR | Louis Dreyfus Company

The Louis Dreyfus Company (LDC) is one of the world's leading companies in the agricultural and food trade. In a dynamic market environment with growing demands for transparency, compliance and efficiency, LDC strategically repositioned itself—including in workforce management. Klaus Oesterle, Head of HR at LDC, shares how implementing ATOSS became the foundation for a future-fit, flexible organization.

**What prompted you to take a closer look at digital workforce management?**
We had SAP deployed company-wide, with all its advantages, but also its clear limitations. Changes took a long time and were not always feasible. At the same time, we had no dedicated, future-proof time and attendance system in HR. It was clear to us that if we wanted to remain organizationally flexible, we needed a modern, specialized solution.

**What challenges were you facing prior to implementation?**
Many processes were heavily Excel-driven—from absence and leave management to age-related time off and shift planning. That resulted in a lot of manual work and a greater risk of errors. We also lacked transparency. Managers and HR teams didn't have real-time visibility into staffing needs, overtime or vacation balances.

**Why did you choose ATOSS?**
Three factors were decisive: the functional depth, particularly in shift planning, time management, and compliance rules, the powerful integration capabilities for our HR and payroll landscape, and the experience gained from comparable transformation projects. Ultimately, it was the combination of technological strength and process flexibility that convinced us. That enables us to map future organizational changes without having to replace the system again.

**Where do you currently stand with the project?**
Time and attendance has been implemented to about 90%. Workforce scheduling will follow in the first half of 2026. It was especially important for us to define in advance and together with the works council which improvements we wanted to achieve when transitioning from SAP to ATOSS. We consistently implemented these measures.

**How did you involve employees in the change process?**
We clearly outlined the benefits of ATOSS through training sessions and communication measures. Once employees gained hands-on experience in their daily work, the added value quickly became visible—particularly through mobile access.

**What was the biggest challenge during implementation?**
The timeline of just five months was ambitious. Besides, harmonizing data from the legacy SAP system was challenging. But we successfully mastered both challenges through clear project management and close coordination.

**How is your HR technology landscape now structured?**
We operate an integrated HR environment consisting of a master data system, payroll, and ATOSS as the central platform for time and attendance and workforce scheduling. The seamless interaction between these systems is decisive for efficiency and data quality.

**What measurable impact are you seeing today?**
We have significantly reduced error rates in time and attendance processing, and the amount of manual work for the HR team also achieved greater schedule stability. A very positive aspect was that our employees quickly adopted ATOSS. The app substantially simplifies everyday processes from clocking in to submitting vacation requests.

**Do you feel well equipped for the future with ATOSS as a partner?**
Yes, absolutely. ATOSS stands out for its stability, high level of expertise, and continuous product development — particularly with regard to digitalization, cloud technologies, and emerging workforce management trends. For us the decisive factor is to work with a partner that not only meets today’s requirements but actively drives innovation and supports us in the long term.

**What are your next steps?**
We are continuing to expand self-service capabilities, increase our use of analytics functions, and implement professional workforce scheduling. We are also evaluating additional processes where automation will deliver added value.

LDC.
Louis Dreyfus Company

**Louis Dreyfus Company**
Deployed in: **Germany**
Industry: **Manufacturing**
Users: **300**
Interfaces: **SAP | Workday**

# People
## Take Center Stage

The workforce as the engine of resilience: strategic talent development, flexible work models, and inclusive structures foster engagement, wellbeing, and the capacity to thrive in change.

“

*Companies must provide orientation without losing agility.*

**Thomas Wohlesser**
**CPO | ATOSS**

# People Take Center Stage

The workforce is both a cornerstone of stability and a powerful driver of change in every organization. In a working world that is evolving ever more rapidly—professionally, technologically, and structurally—success depends on more than strategy and the deployment of modern tools. It hinges on people’s ability to actively shape that change.

Creativity, innovative strength, and emotional intelligence originate in the minds of employees. They are the starting point for developing and implementing progress. Organization and technology provide the necessary framework by providing structures, orientation, and the tools to act. Only when these three dimensions work in concert will organizations build true resilience and achieve sustainable gains in productivity. This is more important than ever since companies nowadays are facing significant challenges: the relentless pace of change and constantly changing requirements, demanding agility and continuous development.

Employees must be willing to build new capabilities and adapt flexibly to evolving conditions. At the same time, talent shortages, rising flexibility expectations, and a growing desire for autonomy are reshaping the landscape. Organizations must provide orientation without sacrificing agility. Leadership means setting clear guidelines while creating the conditions for dynamic growth. Against this backdrop, investing in the workforce—and in how it is managed—has become strategically more important. These are not short-term expenses but long-term investments in resilience. Companies that invest today in flexibility, health, a strong employee experience, and advanced technologies will strengthen their ability to respond in an agile way to tomorrow’s demands. AI plays an important role in this context as it enables organizations to strategically unlock efficiency potentials. The decisive factor, however, is getting employees on board and proactively empowering them. For AI to realize its full potential, employees must be properly trained since only through capability building, understanding, and confident use of the new tools will real added value emerge. Organizations that create both accountability and space to shape change will develop an inner stability that will sustain them, even in volatile times.

AI-powered workforce management plays a key role here because it operates exactly where value is created—in planning and managing the organization’s most important resource, its people. AI enables efficient deployment, data-driven decisions, flexible working time models, and an improved work-life balance. At an operational level, it strengthens day-to-day responsiveness; at a strategic level, it supports the forward-looking development of skills, capacities, and structures. The result is a working environment in which people remain productive, healthy, and motivated—and organizations can even navigate headwinds with confidence.

**Thomas Wohlesser** | Chief People Officer | ATOSS

# Personal Responsibility with the Right System

*In short, ATOSS makes workforce planning, reporting, and employee engagement at the respective locations efficient and transparent.*

**Andreas Gessner**
Business Unit Head | dmTECH

dm-drogerie markt is one of Europe's leading drugstore retailers. Since it was founded in Karlsruhe in 1973, the company has consistently placed people at the heart of its corporate philosophy. Its IT subsidiary, dmTECH, is responsible for key systems and processes, including workforce management. For more than ten years, dm-drogerie markt has relied on ATOSS for workforce management. Andreas Gessner, Business Unit Head at dmTECH, oversees operations and further development while driving the ongoing optimization of workforce management processes.

**What was the original motivation for implementing ATOSS?**
Like many retail companies, we faced the challenge of increasing efficiency and flexibility while responding to growing competitive pressure. Originally, ATOSS was primarily introduced for its logistics focus and traditional workforce scheduling capabilities. At the same time, dm-drogerie markt has long pursued a culture of personal responsibility. Employees are encouraged to plan and shape their work as independently as possible. Self-scheduling is therefore a core element for us and becoming increasingly important. The fact that ATOSS, as our system partner, now also offers self-scheduling solutions aligns perfectly with this approach.

**How has the collaboration with ATOSS developed over the years?**
We've been using ATOSS at our German logistics sites for many years and are continuing to expand this solution. A major milestone was our migration to the cloud last year. The transition was a comprehensive project with an ambitious timeline, but we stayed on track. Naturally, there were challenges along the way, yet overall, the migration went smoothly. To sum up, we haven't regretted this step.

**How is ATOSS perceived by your employees?**
I wasn't personally involved in the initial rollout. Today, however, we place great emphasis on involving end users early and closely in every project. This has significantly increased acceptance levels. In my view, the key lies in striking the right balance between standardization and customization. ATOSS is a standard solution, yet it offers numerous possibilities to address specific requirements. When this flexibility is used constructively, you get a high degree of employee satisfaction.

**How does ATOSS change everyday work for employees and planners?**
The most significant impact is the simplification of processes. In areas not yet using the solution, workforce planning is often still handled in Excel. Any last-minute absence or contract change requires additional communication and manual coordination with HR administration. ATOSS and its powerful interface to SAM HCM eliminate these media disruptions. Changes are processed directly within the system, coordination work is reduced, and transparency increases. This reduces the workload for managers and employees alike and creates more room for value-adding activities.

In short, ATOSS makes workforce planning, reporting, and employee engagement at the respective locations efficient and transparent.

**What are your next steps— and what motivates you personally?**
We're currently piloting the use of ATOSS in a new context. Our goal is to assess additional areas where the software can be deployed effectively. We expect this pilot project to deliver valuable insights for further scaling the solution. For me personally, implementing a system is always more than a technical rollout as it provides an opportunity to question and further develop existing processes. My experience helps me identify untapped potential and open up new perspectives. After all, just because processes have evolved over many years does not necessarily mean they are effective. That's exactly what makes it so compelling to me. The fact that willingness to embrace change is deeply embedded in the culture of dm-drogerie markt creates the ideal preconditions for that.

**dmTECH**
Deployed in: **Germany**
Industry: **Logistics & Retail**
Users: **8,000**
Interfaces: **SAP**

# Shared Planning Drives Responsibility

*ATOSS reliably maps staffing requirements, capacities, and qualifications. This created the foundation for making planning not only more efficient, but also more participative.*

**Aileen Matysiak**
Teamlead Workforce Management | Hermes Fulfilment

In recent years, the warehouse and returns logistics provider Hermes Fulfilment has digitalized and automated its workforce scheduling to align the workflows with its growth strategy. What began as a replacement for manual processes was developed step by step—all the way to integrated, system-supported planning. Today, the company is taking another step as employees are now shaping their shifts on their own within clearly defined parameters. How this model has evolved and what impact it is having is explained by Aileen Matysiak, Team Lead Workforce Management.

**Your planning has been digitalized for several years now. Why did you carry on developing it?**
Digitalization gave us transparency and stabilized processes. At the same time and especially against the backdrop of increasing volatility in logistics, we kept reviewing where we could optimize more. A next step was to involve employees more closely. ATOSS reliably maps staffing requirements, capacities, and qualifications. This created the foundation for making planning not only more efficient, but also more participative.

**What does self-scheduling mean in concrete terms?**
We broke up the rigid rotation system and instead defined clear guardrails—such as monthly working hours, minimum staffing levels, or specific deployment parameters. Within this framework, employees book themselves into shifts. The system transparently shows where demand exists and automatically takes qualifications and legal work requirements into account. This way, planning remains rule-based, although it's become more flexible.

**How do you ensure that productivity and reliability are maintained?**
Self-scheduling only works with clear rules. The system is always aware of the actual staffing demand. If too few employees book themselves into a shift, defined mechanisms kick in or the planners intervene. In practice, however, we see that many situations are already resolved through the system's transparency. Teams identify bottlenecks at an early stage and respond on their own. This reduces the coordination workload and ensures stable schedules—even during periods of high operational pressure.

**How did the works council accompany this step?**
There was skepticism at first because roles and workflows were changing. That's why we formed test groups early on and jointly trialed various scenarios. Through close coordination, we were able to clarify many questions and the model is now being actively supported.

**You tested the model with up to 1,200 employees. Why so many?**
We wanted to make sure the model holds up under real-life conditions. That's why we deliberately started in pilot areas and evaluated the results step by step. In larger test groups, it quickly becomes apparent how processes perform during seasonal fluctuations or with complex shift patterns. These insights were crucial for the ongoing rollout.

**What effects have you observed so far?**
The schedules have become more robust, we respond more quickly to fluctuating staffing needs, and there is less coordination work. This increases our adaptability in day-to-day operations. At the same time, employees now have a higher degree of identification with their own work-time model—an important factor in an increasingly tight labor market. Employees experience directly how their decisions feed into the overall planning.

**What has changed culturally?**
Previously, a plan was simply assigned. Today, it is co-created within clearly defined parameters. This strengthens the understanding of operational processes and promotes personal responsibility within the team.

**What key takeaway would you share with other companies?**
Self-scheduling is not a standalone project, but part of the ongoing further development of processes. What matters are clear rules, transparent systems, and close coordination with all participants. This is how participation can be combined with stability.

**Hermes Fulfilment**
Deployed in: **Czech Republic | Germany Poland | Switzerland**
Industry: **Logistics**
Users: **15,000**
Interfaces: **SAP**

# If You Have Responsibility, You Need Reliability

*Knowing by the afternoon where I'll be working the next day reduces the pressure a lot.*

**Andrea Schroll**
Nurse | Kliniken Südostbayern

For more than 30 years, she has worked in nursing—with complete conviction. But everyday hospital life has changed significantly: increasing demands, staff shortages, and more complex patient cases. What remains is the responsibility for people. What has noticeably evolved is how work is organized and scheduled. Andrea Schroll, a registered nurse in the flex pool at Kliniken Südostbayern, explains how digital workforce scheduling creates transparency—and why predictability has become a true resilience factor in healthcare.

**You've been a registered nurse since 1994. What does your profession mean to you?**
I'd wanted to become a nurse ever since I was a child—and I've never regretted that decision. Even though the official job title has changed over the years, "nurse" still represents responsibility, compassion, and professionalism to me. Nursing isn't just a job you do. It's a conscious choice.

**What's changed most over the past 30 years?**
A lot. In the past, it was difficult to even get accepted for training. Today, hospitals actively advertise for young recruits. At the same time, the job itself has become much more demanding. Patients are older; procedures are more complex. People who are 88 or 93 years old now routinely undergo surgeries that would have been unlikely years ago. At the same time, we're working with significantly fewer staff and often at the limits of our capacity. Documentation requirements have also increased substantially. Many things used to be handwritten; today we spend much more time working at a computer. That's important—but it also takes time.

**What used to be particularly time-consuming about scheduling?**
Shift swaps, above all. If something came up in my personal life—a birthday or an important appointment—I first had to phone round all my colleagues. In the flex pool, it's even more complicated because you can only swap with someone from the same specialty area—internal medicine or surgical. And even after finding someone, you still had to reach the head nurse, so the change could be officially entered into the system. Today, the process runs directly through the MyTime app—in a much more structured way and without those long phone chains.

**What has changed specifically with the mobile app?**
Today, I can enter my preferred shifts directly on my smartphone, which gives me much more flexible control over my working hours. In the past, I had to go to the hospital and enter them on a computer. Transparency has improved significantly as well. I can see my shifts, overtime balance, and vacation days at any time. In the past, I often didn't find out until six in the morning where I would be assigned that day. Now I can check the app in the afternoon and see where I'll be working the next morning. That's a big relief, especially in winter when we have a lot of snow round here.

**Why is that level of transparency so important?**
Because it provides security. When I know what my schedule looks like, I can plan better—professionally and personally. Scheduling becomes stressful when you have no influence and constantly have to improvise. Knowing earlier where I'll be assigned may sound like a small detail, but in everyday life it's a real stabilizing factor.

**What does that mean for you personally?**
It builds trust because I can always see and understand what's happening with my working hours. In a profession where we have a great deal of responsibility every day, it's incredibly important that the organization behind the scenes functions reliably. That allows us to focus on what truly matters: caring for our patients.

**What do you think is essential to making nursing sustainable for the future?**
We need enough staff—that's clear. But we also need structures that reduce the pressure on us. Ultimately, it's about creating good working conditions. Digital solutions like ATOSS can certainly help. Because only if you can work in a stable environment will you remain in the profession in the long term—and that's essential for our healthcare system.

**Kliniken Südostbayern**
Deployed in: **Germany**
Industry: **Healthcare**
Users: **3,700**
Interfaces: **Fidelis | Rexx Systems**

# Demand-Based Planning Across Multiple Restaurant Brands

*We needed a solution that could unify data, handle volatility, and translate forecast demand into the right staffing by role, hour, and location.*

**Shouvik Biswas**
Director - Human Resources | Kout Food Group

Kout Food Group is one of Kuwait's largest restaurant operators, with more than 340 locations and around 5,500 employees spanning delivery, logistics, production, and management. With brands like Pizza Hut, Burger King and Applebee's in its portfolio, the company has grown to an estimated fifth of Kuwait's restaurant market. In 2024, Kout Food Group selected ATOSS to professionalize workforce management and launched an implementation that combines time and attendance, demand forecasting, and scheduling. Shouvik Biswas, Director - Human Resources, has been with the company for 13 years and led the implementation.

**What triggered the move to a dedicated workforce management solution?**
After deploying SAP SuccessFactors in early 2024, we realized that alongside our core HR stack, we needed dedicated capabilities to plan and schedule our workforce effectively. We evaluated our options, but at that time we didn't find a solution that truly fit our operating reality. Then we met ATOSS at an event in Dubai. From the start, we aligned on a key condition: the implementation had to reflect how we actually operate day-to-day. ATOSS supported us as both SaaS provider and implementation partner in a shared project.

**How did you structure the implementation and rollout?**
We began with a thorough analysis in Kuwait around five months before going live: stakeholder interviews, observing restaurant operations, and mapping where processes should change versus where the tool would adapt. We piloted six restaurants, resolved issues early, and prepared the wider rollout. Change management guided our phasing: first, manual scheduling within the tool to build familiarity; then activating auto-scheduling and demand-based planning. Time and attendance are also moving into ATOSS to create one operational backbone.

**What did scheduling look like before and what were the pain points?**
Scheduling was manual–done in each restaurant by 300+ planners, often shaped by legacy habits. Shift start times were frequently driven by bus arrivals rather than customer demand. Overtime patterns could unintentionally reward inefficiency, affecting service levels. Data existed in various locations, but not in one place where we could actually use it. So even if time capture was digital, outcomes were only as good as the plan—and the plan wasn't demand-based.

**What is unique about operating in the Middle East that shaped your requirements?**
In the Middle East, the workforce is overwhelmingly expatriate and therefore a major cost driver, so matching planning to demand is critical. Seasonality is complex and shifts every year—Ramadan, Eid, and low summer months because of the heat—so forecasting needs robust data structures and constant recalibration. We needed a solution that could unify data, handle volatility, and translate forecast demand into the right staffing by role, hour, and location.

**How do you see workforce management evolving at Kout Food Group?**
Three priorities stand out. First, flexibility. Today, about 25% of our employees are Generation Z, and many want more choice in hours: some want to increase hours; others want fewer hours to pursue side projects. We need visibility and mechanisms to match capacity to demand across locations. Second, cross-brand mobility. Where skills are transferable, a cashier should be able to split hours across brands, supporting peak demand while expanding exposure and opportunities. Third, accelerated development. We want to create pathways where people can try managerial responsibilities for part of their schedule, building capability while keeping operations stable. Without this evolution, attracting new talent will be harder.

مجموعة كوت الغذائية
Kout Food Group

**Kout Food Group**
Deployed in: **Kuwait**
Industry: **Service Industry**
Users: **5,000**
Interfaces: **SAP SuccessFactors**

# Ready for New Generations with an All-In Approach

*We must continue our work to remain an attractive employer in the coming years.*

**Jan Hawel**
Head of Time and Attendance | thyssenkrupp Rasselstein

thyssenkrupp Rasselstein GmbH is one of the world's leading suppliers of high-quality tinplate. At its site in Andernach, Germany—the world's largest production facility of its kind—the company has an annual production capacity of up to 1.5 million metric tons of packaging steel. More than 2,000 employees serve international customers in a wide range of markets—from manufacturers of food and pet food cans to manufacturers of aerosol cans, containers for chemical-technical fillings, as well as crown caps and screw caps. The company has relied on ATOSS for personnel deployment planning and time management since 2012. The current focus is on switching to the cloud and the introduction of the Staff Center. In this interview, Jan Hawel, Head of Time and Attendance, talks about the initial situation, the approach, acceptance levels, and the next steps.

**Where did thyssenkrupp Rasselstein stand before the latest modernization step, and what triggered the decision to invest again?**

Our machines run 24/7. At the same time, expectations are changing, with younger employees wanting to work as flexibly as possible. But flexibility is difficult to integrate into a traditional set-up with five shift groups and narrowly defined qualification patterns. Our goal is to think of the groups more as a pool, thus creating more leeway. This requires transparent processes and digital support, for which ATOSS provides the basis. Since the introduction of the Staff Center in particular, functions have been available that make this change possible in practice.

**What was the organizational approach to introducing the Staff Center?**

Our intercompany area has been working with the Staff Center since 2024. We have now expanded this to our production employees in two waves. Of these, a test group was already familiar with the Staff Center. We deliberately chose a short period with big steps and closely monitored it—with six face-to-face training sessions, project-specific documentation, and very short learning videos (approx. 45 seconds) explaining typical use cases. Participation was voluntary, yet high; we reached an estimated 70-80% of the employees, which resulted in very few follow-up questions.

**You immediately activated new features such as shift exchange, shift offers, availability, and shift requests. Why this all-in approach?**

We hold nothing back. These features are deliberately intended as a kind of playground: teams that want to use them can do so, gain experience, and learn from each other; those who don't want to use them are not at a disadvantage. It is important to us to see, from the bottom up, how these opportunities can be meaningfully integrated into everyday life. We don't start with thick rulebooks, but observe, listen, and adjust as needed—in close consultation with the works council as well.

**What role is demographic change playing in manufacturing companies?**

A big one. We see that Generations Y and Z are now more strongly represented than baby boomers and Generation X. This has altered the expectations regarding flexiblity and participation. We must continue our work to remain an attractive employer in the coming years. In conversations with students, we hear very clearly that flexibility is a deciding factor.

**Besides introducing the Staff Center, you have moved to the cloud. What has changed as a result?**

Two things: First, the release frequency. We benefit from regular updates instead of time-consuming individual projects. Second, performance: Issues that occasionally slowed us down on premises have not been an issue in the cloud so far—even with large data sets. This heightens acceptance.

**What's next?**

In the short term, we will stabilize the new basis and gather broad-based feedback. From spring 2026, we want to continue developing in a targeted manner—for example, with pilot areas for self-scheduling. We set the course in 2012 and have now taken the next leap with the cloud and the Staff Center. ATOSS is a strong partner at our side; I'm glad that we decided to start working together more than ten years ago.


thyssenkrupp

**thyssenkrupp Rasselstein GmbH**
Deployed in: **Germany**
Industry: **Manufacturing**
Users: **2,250**
Interfaces: **SAP | Workday**

# ATOSS
## Ambition

Together with our customers, we shape productivity, flexibility, and sustainable growth in an unprecedented era of simultaneous disruption.

# Beyond The Status Quo

## How ATOSS Turns Challenges into Success

**How do you continue to generate new growth from a position of strength? In this interview, Chief Financial Officer Christof Leiber explains how ATOSS stays the course with focus and discipline, seizes market shifts early and decisively, and continues to set new records in an environment marked by slowing economic growth and profound structural change. At the heart of the discussion are the key levers for sustainable, outstandingly profitable growth—and the pivotal role of continuous investment in innovation and technology.**

**Christof, the conditions are demanding: a cooling economy, ongoing uncertainty across many industries, and intense cost pressures. How has ATOSS managed to achieve a 20th record year in this environment?**
Sustained success over more than two decades is always the result of several factors working together. In addition to hard work, consistent execution, and a multitude of sound strategic decisions, it is above all our vision that keeps our pace of innovation consistently high and gives us clear direction. Ultimately, this is what drives our strong product market fit. At the core of our vision is the ambition to actively shape the transformation of the world of work—with solutions that create lasting value for companies, employees, and society. Technological innovation is the decisive key. 20 record years are therefore no coincidence. They are the outcome of a clear, long-term vision and its disciplined execution through outstanding innovative strength, extraordinary commitment, and a lived, uncompromising focus on the customer.

Looking back on 20 highly successful years from 2006 to 2025 fills all of us at ATOSS with pride. Even more important to me, however, is our equally confident view of the future. After all, our vision of "revolutionizing the world of work" is more relevant today than ever. We are in the midst of a massive technological transformation combined with a fundamental shift in how we work. Both lie at the heart of our vision and present unique opportunities to create meaningful added value through innovation.

**What does that look like in practice?**
Our solutions help companies tackle the challenges of our time in a targeted and measurable way: skilled labor shortages, the expectations of a new generation entering the workforce, and the need for significant efficiency and productivity gains. At the same time, new technologies—particularly the rapid evolution of artificial intelligence—are opening entirely new possibilities to create real value for companies, employees, and society in this dynamically changing environment. This is precisely where ATOSS' core competence lies, built systematically over many years. We understand the functional requirements of workforce management down to the smallest detail; we know our customers' processes, and we are familiar with best practices across virtually all relevant industries. At the same time, we have the innovative strength to lead the technological evolution of workforce management. ATOSS therefore offers more than forward-looking software solutions. We are a long-term strategic partner for our customers, helping them to confidently navigate change, shape it proactively, and translate it into tangible results. In doing so, we give them a clear, measurable, and sustainable competitive advantage.

**And this relevance is reflected once again this year in impressive financial results.**
Absolutely. In 2025, ATOSS achieved its overall revenue goal of around 190 million euros, increased its operating income once again, and recorded its 20th consecutive record year. We delivered on our ambitious multi-year guidance for 2023–2025 of 19% with an actual average annual growth rate of 18.5%, and with a margin well above 30%, we significantly exceeded our original expectations.

**How did recurring revenue develop at ATOSS?**
In 2025, we maintained a clear focus on further shifting revenue toward recurring streams and consistently advancing our cloud transformation. Today, around 70% of our total revenue is recurring revenue. This was driven by an increase of more than 18% in recurring revenue over the prior year. In the Enterprise segment, the recurring revenue share stands at around 68%; in the SMB segment, approximately 70%—both with a continued upward trend—and in the Small & Micro Business segment, it has already reached 100%. Thanks to this high share of recurring revenue, our business model is particularly resilient and provides a solid foundation for long-term strategic investments.

**Where did ATOSS invest most in 2025 to achieve this?**
Once again, we made substantial investments in innovation and in research and development—amounting to 15% of our total revenue. Given the speed and dynamism of technological progress, this is a cornerstone of our long-term success and a genuine competitive advantage. In 2025, AI services for personnel demand forecasting were a key focus. By transitioning our existing forecasting services to AI-supported solutions, both implementation and ongoing adaptation to changing conditions have become significantly faster—resulting in substantially more accurate workforce forecasts. This saves our customers time and money,

*Our vision of 'revolutionizing the world of work' is more relevant today than ever.*

**Christof Leiber**
**CFO | ATOSS**

while significantly improving forecast quality. In addition to the general personnel demand forecasting service, we introduced specialized services in 2025 to predict sickness rates and support vacation planning.

Thanks to our above-average R&D investment, ATOSS once again ranked among Europe's top innovators in the European Commission's EU Industrial R&D Investment Scoreboard in 2025. We ranked 37th among software companies and number one in workforce management. This clearly underscores our position as a benchmark for innovation in our market segment. We were also ranked fourth among Germany's most innovative mid-sized companies by *WirtschaftsWoche*, out of 4,000 companies evaluated.

These investments are a key element of our strategy. It is our ambition—and the realization of our vision—to actively and decisively shape this phase of profound transformation. With our AI-powered Workforce Intelligence solutions, we make a measurable, scalable contribution directly aligned with our customers' value creation.

**How future-fit is the ATOSS organization internally?**
A forward-looking approach and resilience are just as important within our own organization. In 2025, we implemented a comprehensive digitalization program. We introduced numerous new systems, further enhanced efficiency through AI—for example in coding and through our own internal AI bot—and and gave a high priority to rigorously advancing the digitalization of our entire lead-to-cash process.

**What does that mean for the employees?**
This realignment and the efficiency gains achieved are also impacting our own workforce. Profiles are evolving, and roles are being redefined. Many of our employees have expanded their skill sets and now cover new responsibilities that did not even exist a few years ago. Even when we refill existing positions, we are often deliberately seeking new profiles with future-oriented skills. A growth mindset is deeply embedded in our culture. Our employees see it as an opportunity to learn new things and broaden their capabilities. In this way, we sustainably strengthen our innovative power while offering attractive and future-proof career and personal development opportunities.

**Where do you see growth potential in the market for 2026 and beyond?**
I continue to see significant growth potential for ATOSS. The workforce management market is expected to grow by an average of 9% annually through 2030. Additionally, there are further opportunities arising from the enhanced use of artificial intelligence. A Goldman Sachs Research study provides a broader indication: the total addressable market for software is expected to grow by at least 20% by 2030 due to the AI revolution. For so-called application software, which includes ATOSS Workforce Management solutions, average annual growth of 13% is expected through 2030. Our cloud solutions already include a wide range of integrated AI services, and over the next 12 to 24 months, we will progressively introduce AI agents across various areas of workforce management. This will further strengthen our solution and our market position. After all, we are not offering a "nice-to-have" solution but a genuine "must-have". Particularly in the Enterprise segment, our solutions are indispensable for strengthening resilience, reliably meeting compliance requirements, and systematically unlocking efficiency potentials across workforce deployment.

Companies that continue to rely on non-digital legacy systems and outdated on-premises solutions, and have not yet professionalized their workforce management, are at a clear crossroads. Without modernizing their systems, it will become increasingly difficult to remain competitive and successful over the long term. The operational frontline workforce is often overlooked in digital transformation—yet this is precisely where substantial efficiency potentials can be unlocked through intelligent planning. At the same time, the next generation of employees is placing increasing value on flexibility and digital workflows. This is particularly true in the small and micro-business segment. In Germany alone, there are around 500,000 companies with between 10 and 250 employees. Market penetration for workforce management solutions is still low, but the demand is there—creating attractive growth prospects. Our Crewmeister solution is tailored to companies with up to 50 employees and offers an accessible entry point into professional workforce management, while ATOSS Time Control (ATC) is ideally positioned for somewhat larger organizations.

**Thank you for this exciting outlook, Christof. What are the financial targets for 2026?**
Our specific revenue target for 2026 is around 215 million euros. In particular, we aim to increase the share of recurring revenue by at least 15%. The main growth drivers will be cloud revenues, where we are targeting revenue growth of at least 25%. We see potential risks primarily in on-premises solutions and hardware revenues, which now account for only around 4–5% of total revenue as we continue to shift consistently from on-premises to cloud solutions. Our target EBIT margin for 2026 is above 32%.

ATOSS is very well positioned for the future with its outstanding solution portfolio, the successful cloud transformation of recent years, and the latest investments in AI services. At the same time, our financial strength gives us the freedom to invest selectively in forward-looking technologies. This allows us to fully leverage the potential of increasingly powerful AI models, further expand our innovative strength and resilience, and consistently continue our growth story.

**What else has ATOSS got planned in the next few years?**
I am convinced that artificial intelligence will become massively more important in the years ahead. ATOSS has already built a very solid foundation with its Workforce Intelligence layer and will consistently expand and optimize its solutions with the latest AI technologies. In volatile times in particular, this will enable us to equip our customers with agile and efficient tools to realize significant productivity gains in their workforce and to respond quickly and confidently to change. At the same time, we remain open to inorganic growth opportunities. And of course, these approaches can be combined very effectively as we move step by step to realizing our Ambition 2030 and securing it in the long term.

# An AI-Powered Leap into the System of Intelligence

## How Workforce Management Transforms into a Living, Learning Force for Productivity and Resilience

**Workforce management is undergoing a seismic shift from passively recording to dynamically shaping what's possible. After a transformative Agenda 2025, the real acceleration is starting now as intelligent systems that sense, learn, and orchestrate work in real-time move from vision to everyday reality. ATOSS is set to be the AI-native co-pilot on this journey, turning workforce complexity from a daily challenge into a decisive strategic edge. We spoke to Pritim Kumar Krishnamoorthy, COO of ATOSS, about how 2025 became the launchpad for the next technological revolution in workforce management.**

**Pritim, how is the role of workforce management changing?**
Workforce management is becoming the nervous system of the enterprise: a continuously learning layer that connects everything—from strategy and mid-term planning to everyday decisions in stores, factories, branches, and service centers. Instead of static plans and fragmented tools, organizations will increasingly rely on adaptive systems of intelligence that dynamically align customer demand, employee expectations, and regulatory requirements. ATOSS is positioning itself at the center of this development by building a platform where AI, domain expertise, and human judgment are combined to enable sustainable productivity and attractive working, and a better employee experience.

**Building on that, if we fast forward to 2030, how do you see AI-driven systems of intelligence really shaping the way organizations run their business day to day?**
By 2030, workforce management will be one of the core systems of intelligence in any organization. It will constantly interpret signals from demand, customer behavior, regulations, and employee preferences, and translate them into decisions that keep the business both resilient and humane. Instead of manually stitching together reports and plans, leaders will be able to rely on an AI-driven platform that proposes scenarios, surfaces trade-offs, and flags risks before they materialize. Our ambition at ATOSS is to enable our customers to shift from looking back at what has happened to seeing ahead with clarity, so they can navigate uncertainty with greater confidence and control.

**How do you develop those solutions to make sure they deliver a truly meaningful output for customers?**
Take our Personnel Requirements Forecast as an example: We developed this AI-based staffing demand forecasting system in a close collaboration with Mainz University Medicine, and Fraunhofer IKS. We were able to use anonymized clinic data to train our solution and on top we were able to exchange with the experts on user behavior and relevance of outputs, and the result was stunning. The solution is able to reduce over- and understaffing, relieve nursing staff, improve patient care, and support hospitals in increasing efficiency and ensuring compliance. Several other hospitals have already integrated the module.

**Can you give us an example of how a smart workforce management solution translates into immediate business value for your customers?**
Absolutely. It enables customers to translate ambitious cost targets into tangible, measurable savings. Take a big furniture group with around 20,000 employees in Germany alone that needs to cut over 50 million euros in personnel costs in 2026. As they already implemented ATOSS Workforce Management end-to-end three years ago, they now have a strategic steering instrument (based on their own data) to help them navigate this situation with confidence.

Instead of layoffs, they aim to realize data-driven efficiency and productivity gains. Through cross-location benchmarking, precise demand forecasting, targeted capacity planning, and performance management, they deploy the right people at the right time in the right place, achieving their cost targets exactly where real savings exist, while safeguarding service quality, revenue, and company culture.

**How do you envision the ATOSS products evolving into a coherent AI-first workforce management platform that feels seamless for planners, managers, and employees across all touchpoints?**
We see our portfolio converging into a single AI-first platform that feels coherent regardless of where you enter it—whether as a planner, a store manager, or an employee on a mobile device. Personally, I find this convergence particularly exciting because it allows us to rethink every interaction from the perspective of the people using it.

The underlying intelligence layer will understand roles, context, and intent, and dynamically adapt interactions to each user. For planners, this means powerful scenario engines that handle complexity in the background. For managers, it means clear recommendations instead of raw data. For employees, it means intuitive, conversational experiences where they can express preferences, understand decisions, and interact with the system in natural language. Over time, the boundaries between products will blur; what will matter is how fluently the system supports the flow of work.

**What new kinds of workforce management decisions and scenarios will AI be able to handle autonomously?**
Many operational decisions will be handled autonomously by specialized AI agents in the future. They will continuously forecast demand, propose schedules, rebalance staffing, and react to disruptions such as sickness, weather, or supply chain issues—often before humans even notice the pattern. These agents will understand constraints like contracts, skills, and compliance rules, and respect guardrails defined by leadership. I see this as a major opportunity to relieve people from routine decisions so they can focus more on judgment, leadership, and collaboration.

**In an environment where so many decisions are handled autonomously by AI, how significant a role will humans still play?**
A very significant one—and a more efficient one. We believe humans must remain firmly in the loop for strategic choices, value judgments, and exceptions that touch culture and fairness. The system of intelligence should not replace management; it should augment it by making complexity transparent, exposing options, and explaining why certain decisions are recommended.

**Why is a cloud-native, agentic AI-ready foundation so critical for the next decade of workforce management?**
The next decade of workforce management will be defined by speed: speed of learning, speed of iteration, and speed of response to volatility. A cloud-native, AI-ready foundation allows us to continuously evolve algorithms, deploy new agentic capabilities, and enhance security without forcing customers into disruptive, long upgrade cycles.

**How will this change the way your customers actually experience innovation?**
This will enable an entirely new innovation model: rather than large, infrequent releases, we can deliver incremental improvements that compound over time as the system learns from anonymized patterns across industries and geographies. For our customers, this means that innovation becomes something they experience every day—in better recommendations, smoother workflows, and smarter automation—not just when they implement a "new version".

**Looking ahead, where are you placing your boldest technology bets—from agentic AI to data platforms and global AI hubs—to shape the future of workforce management?**
Our boldest bets revolve around three pillars. First, agentic AI: we are building a "family" of specialized workforce management agents that can plan, simulate, monitor, and converse—each optimized for specific roles and tasks, yet working together as a coordinated team. Second, a robust, extensible data and semantics layer that can integrate time, HR, scheduling, and operational data into a consistent "digital twin" of the workforce. Third, global AI talent and collaboration: we are investing in hubs that bring together experts from different regions into integrated teams working on a shared architecture. This combination will allow us to push the frontier and transform workforce management from a transactional back office function into a strategic intelligence layer for our customers.

**As workforce management becomes more strategic, in what ways is ATOSS leveraging its leading position beyond software?**
Being a trusted advisor has always been a key pillar of our business model. This starts with a deep understanding of our customers' realities—their industries, regulatory pressures, labor models, and cultural context. We see our role as co-creating the future of workforce management together with our customers: designing roadmaps jointly, validating new AI capabilities in real-world environments, and continuously translating technological possibilities into tangible business outcomes. For us, trust also depends on transparency and governance. As AI becomes more powerful, customers will look to us for clear explanations, robust security, and responsible use of data. We're building our organization, processes, and technology to provide that level of reliability, so customers feel they are not just buying software, but entering a long-term partnership around productivity, employee experience, and resilience.

**Beyond the technology itself, how will you orchestrate experiences, AI agents, and expert centers across the ATOSS platform?**
Beyond the technology, it is ultimately about how the platform improves the everyday work of planners, managers, and employees. We follow clear principles that guide how we design the future of our experiences. First, "human-centered by default": even the most advanced AI should feel intuitive, respectful, and empowering to the people using it. Second, "explainable intelligence": recommendations must be understandable, with clear reasoning and levers for adjustment, so users can trust and refine them. Third, "one cockpit, many roles": whether you're a planner, manager, or employee, you should feel that you're operating in a coherent expert environment that understands your context and provides exactly the level of detail you need. Finally, "adapt and learn": every interaction is an opportunity for the system to learn and improve, turning the workforce management platform into a living, evolving model of the organization.

**As a closing thought, let's take a look at the broader technological revolution: what excites you most about how this will redefine workforce management as a system of intelligence?**
We are amid a profound shift from single, monolithic AI models to rich ecosystems of specialized agents that can plan tasks, use tools, retrieve facts, and remember past actions across cloud and devices. Underneath, we will see faster model architectures, smarter memory layers, and built-in safety mechanisms that will make AI both more capable and more reliable. What excites me most is how this will turn workforce management into a truly adaptive system of intelligence—one that continuously learns from operations, anticipates change in real time, and helps leaders and employees make better decisions every day. Our vision is to give organizations a living, learning platform that becomes a key lever for productivity, resilience, and meaningful work.

In the near future, workforce management systems will quietly orchestrate millions of micro-decisions each day—from how shifts are allocated, to how teams respond to disruptions, to where new skills are needed—while leaders focus on strategy and people. Our ambition is to provide organizations with a system of intelligence that learns with them, protects them, and challenges them to discover new productivity and engagement levers they would otherwise miss. That is where we see ATOSS: not just as a provider of software, but as a long-term, AI-native partner for shaping the future of work.

*By 2030, workforce management will be one of the core systems of intelligence in any organization. It will constantly interpret signals from demand, customer behavior, regulations, and employee preferences, and translate them into decisions that keep the business both resilient and humane.*

**Pritim Kumar Krishnamoorthy**
COO | ATOSS

# When Markets Realign

## How Scalable Models Enable Sustainable Growth

**The workforce management market is at a turning point. Volatile markets, demographic change, mounting productivity pressure, and a new generation of cloud-native, AI-enabled systems are fundamentally reshaping the rules of the game. Chief Revenue Officer Joachim Schreiner explains why the market is undergoing a structural realignment, why legacy systems are increasingly becoming a risk—and how ATOSS is translating this shift into international, scalable growth.**

**Joachim, why has the workforce management market reached a turning point?**

Because several long-term developments are converging at once. Volatility is no longer an exception, but has become a structural reality. Demand is fluctuating in the short term, regulatory requirements are increasing, and planning cycles are getting shorter. At the same time, margins are under pressure and productivity has become the decisive competitive factor.

On top of that, demographic change is accelerating. As the baby boomer generation retires, decades of accumulated institutional knowledge are disappearing from many organizations. Much of that knowledge was tied to individuals and never embedded systemically. Companies that fail to secure it digitally risk losing control.

This combination of factors is creating a clear turning point: Organizations can no longer manage operational complexity with static planning models. They need systems that interpret real-time data and translate it into sound decision-making foundations.

**What function does workforce management fulfill in organizations today?**

The current AI wave makes one thing very clear: Without reliable operational data, the potential—and especially the ROI—of AI remains limited. That is why the role of workforce management is shifting fundamentally from an administrative tool to the central steering system of productive organizations. This is where structured movement and process data are generated as the prerequisite for intelligent planning in the first place. It is no longer just about time tracking or scheduling, but the ability to connect demand, skills, costs, and compliance in real time and derive informed decisions. In a volatile environment, size or market share alone is not decisive; it is the quality of steering and the speed with which organizations can respond to change. Companies that align their capacities flexibly, based on data and with a forward-looking perspective, can identify bottlenecks early, actively manage risk and maintain stability despite uncertainty. The market is increasingly dividing into organizations that actively orchestrate their workforce and those that continue to merely administer it.

**Why are existing systems coming under pressure in this environment?**

Many companies still operate historically grown, on-premises landscapes. These systems were built for predictable, largely linear operating models—not for real-time steering, international scalability, or AI-driven scenarios.

Even requirements such as global rollouts, seamless integration, or complex compliance logic can only be mapped to a limited extent. In this environment, legacy solutions shift from being a convenience factor to a strategic risk.

Companies now recognize that they have to renew their steering architecture to maintain their long-term competitiveness. We are currently at the beginning of a structural modernization wave. For ATOSS, this replacement movement reflects a new phase of the market.

**What does this disruption specifically mean for your agenda as CRO?**

When a market shifts structurally, incremental growth is not enough. Our ambition is to develop models that can be repeatedly sold, implemented, and economically sustained. For me, scaling means making success reproducible. When we establish a working concept in a demanding environment, we examine very carefully whether it can be clearly positioned in sales, implemented organizationally, and sustained economically. Only then do we systematically transfer it to other industries and regions.

Our goal is clear: 400 million euros in revenue by 2030 and higher than market-level growth. We will only reach that goal if individual projects evolve into transferable success models.

**Can you illustrate that with an example?**
One powerful example is a large logistics company with which we developed a self-scheduling model. Employees select their shifts independently within clearly defined operational guardrails. This combines flexibility with operational stability. The result was a higher level of employee satisfaction and noticeably less work for managers.

**What makes this model strategically relevant?**
Its transferability. The approach is not based on industry-specific features but on a clear principle: greater personal responsibility for employees within transparent steering rules.

That is precisely why the model is now attracting significant interest in the healthcare sector as well. We do not scale isolated solutions, but proven principles. Such transferable approaches are the foundation of sustainable growth.

**How do you ensure that these models scale internationally?**
Rolling out these principles internationally requires more than a powerful product. It requires a revenue organization that is clearly structured, internationally aligned, and data-driven. Our go-to-market models are designed to systematically transfer successful concepts into new markets—with clear positioning, standardized implementation approaches, and tight alignment between Sales, Consulting, and Customer Success. Scaling happens where market logic, product architecture, and sales structure are consistently aligned.

**What structures are required to support this organizationally?**
In German-speaking countries, we rely on a direct model with deep implementation capabilities. In other European markets, we combine our own teams with strong partners. And in other regions, we operate entirely through partners. The decisive factor is not maximum presence, but sustainable economic viability. Every market model must be operationally robust and financially sound. Only then can proven concepts be repeated internationally. Our goal is to make this new steering logic globally scalable—with clear standards, clear positioning, and high-quality implementation.

**What role do cloud and AI services play in your growth architecture?**
A cloud-native architecture enables us to continuously deliver innovation and roll out new functions fast. With every additional AI-enabled function, it is not only the operational benefit for our customers that grows, but also the strategic importance of our platform.

Step by step, our solution is evolving into a central infrastructure for productive organizations. Sales and Customer Success are working closely together to systematically unlock this added value and continuously increase the depth of use among our customers. Long-standing relationships with companies such as ATU or DPD demonstrate that this model works—technologically and economically.

**How do you measure whether your strategy is working?**
Our pole star is 400 million euros in revenue by 2030. We not only want to participate in market growth, but outperform it. That is how we measure ourselves. Revenue is a key metric, but what truly matters is the quality of our growth. This includes the scalability of our market models, value creation per employee, and the continuously increasing share of recurring revenue. When successful concepts can be replicated internationally and sustained economically over the long term, we know our strategy is working.

At the same time, sustainable success is reflected in the strength of our organization. Scaling does not result from technology or market opportunities alone, but from the ability to attract the right talent, develop it, and deploy it effectively on an international level. If our teams consistently translate complex market requirements into successful projects, this is a clear indicator of strategic substance.

If workforce management becomes the strategic infrastructure of modern organizations—and we are recognized as synonymous with this intelligent, AI-enabled form of operational steering—that validates our ambition. That is exactly what we are working toward—with a clear vision, technological strength, and a revenue organization built to consistently and sustainably enable scaling.

*The market is increasingly dividing into organizations that actively orchestrate their workforce and those that continue to merely administer it.*

**Joachim Schreiner**
**CRO | ATOSS**

# Sustainability Report

Our contribution to climate and environmental protection, fair working conditions and responsible governance along the entire value chain.

# Group Sustainability Report

## ATOSS Software SE, Munich

**Table of abbreviations**

| | |
|---|---|
| AT | Austria |
| BE | Belgium |
| CapEx | Capital Expenditure |
| CH | Confoederation Helvetica (Switzerland) |
| $CO_2e$ | Carbon Dioxide Equivalent |
| DE | Germany (Deutschland) |
| EFRAG | European Financial Reporting Advisory Group |
| eNPS | Employee Net Promoter Score |
| FR | France |
| GDPR | General Data Protection Regulation |
| GHG | Greenhouse Gas |
| HGB | Handelsgesetzbuch (German Commercial Code) |
| IFRS | International Financial Reporting Standards |
| ILO | International Labour Organization |
| IN | India |
| ISMS | Information Security Management System |
| KPI | Key Performance Indicators |
| MRR | Monthly Recurring Revenue |
| MWh | Megawatt hours |
| NACE | Nomenclature statistique des activités économiques dans la Communauté européenne |
| NL | Netherlands |
| NPS | Net Promoter Score |
| NRR | Net Retention Rate |
| OpEx | Operational Expenditure |
| RO | Romania |
| SAF | Sustainable Aviation Fuels |
| SBTi | Science Based Targets Initiative |
| SE | Sweden |
| SME | Small Medium Entities |
| THG | Treibhausgas (greenhouse gas) |
| UN | United Nations |
| VSME | Voluntary Sustainability Reporting Standard for SMEs |





## 1.1. Sustainability at ATOSS

This sustainability report is prepared on a consolidated basis for the ATOSS Group and at the same time fulfils all requirements for the sustainability statement of the ATOSS Group in accordance with the Voluntary Sustainability Reporting Standard for SMEs (VSME) as well as the non-financial reporting requirements pursuant to Sections 315b to 315c of the German Commercial Code (HGB). The sustainability statement for the ATOSS Group is prepared in full compliance with the VSME. The reporting is based on the Voluntary Sustainability Reporting Standard for SMEs (VSME) as the reporting framework.

The first-time and full application of the Voluntary Sustainability Reporting Standard for SMEs (VSME) as the reporting framework pursuant to Section 315c (3) in conjunction with Section 289d HGB is due to the fact that ATOSS Software SE does not fall within the scope of the Corporate Sustainability Reporting Directive (CSRD). The VSME were developed and recognised as reporting standards for sustainability reporting of small and medium-sized enterprises, taking into account the significance of the European Sustainability Reporting Standards (ESRS) adopted by the European Commission. By applying the VSME, it is ensured that the reporting is appropriately tailored to the size, complexity and available resources of our company. Compared with the ESRS, the VSME enable focused and practical sustainability reporting without causing disproportionate bureaucratic or implementation burdens. This ensures transparent and efficient reporting that meets the requirements for voluntary sustainability reports. With regard to greenhouse gas accounting and the frameworks applied, reference is made to the section on climate change.

Our business activities, business relationships, products and services do not give rise to any material risks that are very likely to have serious negative impacts on the non-financial aspects in accordance with Sec. 289c HGB.

ATOSS Software SE reports on aspects of its environmental, social and governance policies in accordance with the base and additional modules for the voluntary sustainability reporting standard for small and medium-sized undertakings (Option B of the EFRAG Voluntary Sustainability Reporting Standard for non-listed SMEs – VSME).

The separate Group Sustainability Report was prepared on a consolidated basis. It includes information on ATOSS Software SE, Munich, and its subsidiaries. The subsidiaries consist of the following companies:

- ATOSS Aloud GmbH: Rosenheimer Straße 141 h, 81671 Munich, Germany
- ATOSS CSD Software GmbH: Rodinger Straße 19, 93413 Cham, Germany
- ATOSS Software AG: Schärenmoosstr. 77, 8052 Zurich, Switzerland
- ATOSS Software Gesellschaft m.b.H: Ungargasse 64-66, 1030 Vienna, Austria
- ATOSS Software S.R.L.: Calea Torontalului 69, Timisoara 300668, Romania
- ATOSS Software India Private Limited: 302, Level 3, Pegasus One, Golf Course Road, Sector 53, Gurugram 122003, India

ATOSS Software SE is a European company (SE), established in Munich, Germany, and as a stock corporation, it is limited in its liability. The Group headquarters are located in Munich, Germany. With a share of revenue of 85 percent, Germany is also the country where the company's main business is conducted. The main assets are in Germany. The geolocation of the office in Meerbusch which is owned by ATOSS Software SE, Munich is 51° 16′ N, 6° 41′ E. The NACE code is "J62" (provision of information technology services). As of 12/31/2025 the Group's total assets stood at EUR 160.2 million. In the 2025 financial year, the ATOSS Group generated revenues of EUR 189.3 million. The company employed 856 staff as of 12/31/2025.

The separate Group Sustainability Report relates to the ATOSS Software SE Group (hereinafter referred to as "ATOSS" or the "ATOSS Group"). The underlying data on which the Group's key non-financial figures are based correspond to the consolidation group used for the financial reporting. In the event of a divergent inclusion, a corresponding explanation is provided. The timeline of the measures presented with respect to the relevant aspects is continuous unless otherwise specified.

For reasons of linguistic simplicity and enhanced readability, the masculine form is used in the separate Group Sustainability Report. This includes all genders.

ATOSS was awarded the EcoVadis bronze medal in the 2025 financial year. This means the company is in the top 35 percent of companies evaluated by EcoVadis around the world which have achieved above-average results in the spheres of the environment, labor rights, human rights, ethics as well as sustainable procurement.

## 1.2. Description of the business model

ATOSS is a provider of technology and consulting solutions for professional workforce management and demand optimized personnel deployment for companies (business-to-business). From time recording to strategic capacity planning, the ASES product suites (ATOSS Staff Efficiency Suite), ASE (ATOSS Startup Edition), ATC (ATOSS Time Control) and ATOSS Crewmeister offer extensive functionality, wide-ranging scalability and high-end technology.

ATOSS workforce management solutions can be used across all sectors of industry, regardless of the size of the company. ATOSS Startup Edition (ASE) and ATOSS Time Control (ATC) are characterized by the simplicity of their user interface. These two solutions are a stepping stone for customers using a variety of system environments. As their requirements become more complex in future, they can easily migrate to the ATOSS Staff Efficiency Suite (ASES). All three ATOSS product suites have been available in the cloud since 2015. Thanks to the successful transformation of services into cloud-native solutions, ATOSS is in a position to provide an infrastructure with significantly enhanced security measures as part of its ASES Cloud 24/7 and ATC Cloud 24/7 solutions. At the same time, they form the basis for expanding AI-based services.

Since 2016, the Group has been developing its Crewmeister cloud product in its ATOSS Aloud GmbH subsidiary which is specifically tailored to the requirements of startups, small enterprises as well as divisions and departments of larger companies.

ATOSS's customers include companies such as ALDI SÜD, Deutsche Bahn, Douglas, Edeka, Lufthansa, the state capital of Munich, Ludwig Maximilian University Hospital Munich, OBI, University Hospital of Frankfurt and W.L. Gore & Associates.

**Entrepreneurial responsibility and sustainability**
Sustainability is a key pillar of ATOSS' business activities. It represents the company's commitment to reconciling the needs of employees, customers, society and the environment with the achievement of its short and long-term growth targets for ATOSS, responsible conduct and social acceptance are fundamental to its ability to operate successfully in the market.

At the same time, ATOSS is making a valuable contribution to a more sustainable world with its workforce management solutions by helping companies to work more efficiently and more innovatively, as well as to focus more closely on people's needs. ATOSS is thus optimizing the interplay of cost-effectiveness and humanity. Effective, highly efficient digital solutions for demand-optimized workforce scheduling are indispensable for companies, and even more so in times of volatile economic developments. The ATOSS product portfolio offers flexible tools that help to make management controls more transparent, more efficient and more immediate. This can help to make companies more competitive, secure their financial foundations and enhance their employment opportunities. Furthermore, ATOSS solutions can support companies' ability to innovate and they can have a positive impact on employees' motivation and satisfaction. ATOSS Software SE believes that technological innovations can make a vital contribution to promoting more sustainable ways of living and working.

The ATOSS values enshrined in the ATOSS Code of Conduct underpin the respectful interactions of ATOSS employees in the Group and their daily dealings with external stakeholders.

**Net-Zero Target**
At the end of 2024, ATOSS undertook to reduce its greenhouse gas emissions across Scopes 1-3 by a total of 90 percent compared with 2023 and to achieve this goal by 2045. This target applies regardless of the product groups offered by ATOSS or customer groups targeted.

**Organizational cementing of sustainability and inclusion of management**
ATOSS Software SE has established a corresponding organizational structure in order to achieve its sustainability targets and implement the associated measures. The Management Board has enshrined corresponding responsibilities, duties and structures in the ATOSS Group. A cross-departmental core sustainability team, consisting of managers and employees from relevant departments, identifies topics and issues of relevance to the subject of sustainability and controls the implementation of corresponding measures. The core sustainability team maintains a regular dialog. The departments Facility & Office Management, Legal & Data Protection, Compliance & Risk Management, IT, Human Resources, Finance and Fleet Management, are permanent members. It is incumbent on the CFO to coordinate the core team.



## 1.3. Interests and views of stakeholders

The ATOSS Group divides its stakeholders into internal and external participants. Internal stakeholders comprise the company's employees, Management Board, Supervisory Board, Compliance Management Committee and Works Council. The external groupings are made up of customers, suppliers and service providers, the partner network, shareholders and investors, potential employees as well as important multipliers such as analysts and the media.

ATOSS attaches great importance to maintaining a continuous dialog with these stakeholders. This is also reflected in the structure of the departments at ATOSS which focus on dialog with these stakeholder groups. For example, they include the departments of Sales, Customer Services & Support, Human Resources, Marketing and Investor Relations.

In the 2025 financial year, the ATOSS Group conducted a dialog with the relevant stakeholders. Trust is to be established by means of an open, constructive dialog, thus fostering mutual understanding. ATOSS strives to understand and weigh up stakeholders' potentially differing perspectives and viewpoints, and if applicable to derive measures from them. This exchange allows the company to identify issues and topics of significance in terms of its entrepreneurial responsibility. Investors and ATOSS' shareholders comprise a key stakeholder group in addition to customers and employees. The ATOSS Group uses various communication channels to engage in dialog with them and values one-on-one conversations. As well as participating in investor conferences, the company also conducts telephone calls and private conversations with investors on a regular basis. The business performance is communicated via quarterly bilingual press releases, earnings calls, the half-yearly report and the annual report.

Besides holding its regular Annual General Meeting at the end of April 2025, participating in an analysts' conference in November 2025 and various investor conferences and roadshows at home and abroad, ATOSS also made time for one-on-one discussions with its investors.

In 2025, ATOSS' management once again solicited feedback from its employees in surveys (Connect@ATOSS Engagement Survey and Pulse Survey) and annual interviews. Employees were also involved through staff meetings – organized for the German facilities by the Works Council.

Every year, the results of the employee and customer satisfaction surveys are fed into the variable remuneration system for all members of the Management Board via corresponding targets for net promoter scores, thus supporting continuous improvement in the company's sustainability performance. Continuous dialog is maintained with suppliers of greatest importance to ATOSS.

The Management Board is kept informed of the results of dialog with the relevant stakeholder groups and any measures required by means of its bilateral exchange with representatives of the top tier of management or their internal proxies. The Management Board's working relationship with the company's Supervisory Board is marked by constructive dialog and mutual trust. The Management Board keeps the Supervisory Board regularly informed of any material aspects pertaining to the development of the business, including any sustainability issues.

## 1.4. Key subjects

In 2025, the materiality analysis conducted in the previous year under the ESRS was reviewed in order to identify any key sustainability aspects for the ATOSS Group, and the main subjects identified in the previous year validated. This review did not lead to any changes to the materiality analysis by comparison with the previous year. All the key themes were re-confirmed by the Management Board.

The following subjects were classified by the Group as material (including their allocation to the aspects required under Section 289c (2) in conjunction with Section 315c of the German Commercial Code (HGB)):

| Key subjects | Sub-topic | Minimum content requirements under the German Commercial Code (HGB) |
|---|---|---|
| Climate change | Climate protection | Environmental matters (Section 289c (2) No. 3 HGB) |
| Company workforce | Transparent and trusting corporate culture or employee satisfaction<br>Diversity, inclusion, non-discrimination as well as human rights and labor rights | Employee matters (Section 289c (2) No. 2 HGB)<br>Respect for human rights (Section 289c (2) No. 3 HGB)<br>Combating corruption and bribery (Section 289c (2) No. 4 HGB) |
| | Health, well-being and occupational safety | Employee matters (Section 289c (2) No. 2 HGB) |
| | Staff recruitment and retention<br>Staff training and development | Employee matters (Section 289c (2) No. 2 HGB) |
| Consumers and end users | Innovation and value added for customers<br>Information security<br>Protection of customer data | Social matters (Section 289c (2) No. 3 HGB) |
| Corporate governance | Social value added | Combating corruption and bribery (Section 289c (2) No. 4 HGB) |

**Climate change**
Climate change represents a global challenge. The consequences of a change in climatic conditions threaten regional ecosystems and pose major challenges to the people dependent on such systems. Climate change can only be overcome if all the stakeholders in our society act in unison, resolutely, bravely and proactively. The Paris Agreement represents a global framework in response to this challenge to limit global warming to significantly below 2°C with a target of max. 1.5°C. This target is crucial for protecting our planet and it requires a comprehensive reduction in greenhouse gas emissions.

In order to assess the impact on climate change, ATOSS accounts for the greenhouse gas emissions arising directly and indirectly from the provision of its products and services, in line with the GHG Protocol. Cumulative $CO_2e$ emissions along ATOSS' entire value chain are low by comparison with other software companies in this sector. Neither its own business activities nor upstream or downstream processes are emission-intensive. In this context, the ATOSS Group has formulated clear and ambitious targets which dovetail with the specifications of the Paris Agreement. For example, ATOSS has set itself the goal of reducing greenhouse gas emissions across Scopes 1-3 by 90 percent overall compared with 2023 and to achieve it by 2045. This ATOSS target is based among other things on the targets of the corporate net zero standard of the Science Based Target Initiative (SBTi).

With this climate target, ATOSS is also aligning itself with the Federal Republic of Germany's net zero target. The Group has set itself intermediate targets on the way to net zero for 2025, 2030, 2035 and 2040. As a result of a change in the calculation methodology, the Scope 3 emissions and thus the total amount of recorded greenhouse gas emissions under Scopes 1, 2 and 3 were retrospectively adjusted for the base year 2023 and for 2024. For the base year 2023 as the reference year, a revised total of 3,142 t $CO_2e$ was defined (thereof Scope 1: 711 t $CO_2e$, Scope 2: 208 t $CO_2e$, and Scope 3: 2,223 t $CO_2e$) (before adjustment: total of 2,333 t $CO_2e$, thereof Scope 1: 711 t $CO_2e$, Scope 2: 208 t $CO_2e$, and Scope 3: 1,414 t $CO_2e$).

This amount is to be reduced by 90 percent by 2045, corresponding to a reduction of 2,831 t $CO_2e$, with 25 percent to be achieved through reductions in Scope 1 emissions, 7 percent through reductions in Scope 2 emissions, and 68 percent through reductions in Scope 3 emissions.

With respect to GHG emissions, ATOSS follows the trinity of "avoid, reduce, offset". The focus is initially on reducing Scope 1 + 2 emissions and in the medium term reducing Scope 3 categories viewed as relevant.

The offsetting of emissions that cannot be reduced is only envisioned for the target year of 2045. This is to be accomplished by means of so-called removals. The specific definition of certain removal projects will be made at a later point in time as developments in this area cannot be foreseen as yet.

Identification of decarbonization levers and calculation of potential reductions were based on various environmental, social, technological, market and political developments. For example, the general development of the electricity mix in Germany and the changeover to renewable heat generation were taken into account as were the advancing transport turnaround, increased use of sustainable aviation fuels (SAFs) in aviation and further expansion of electrification in rail transport. The targets for reducing total GHG emissions are split across the three Scope categories as follows.

| Scope | Decarbonization lever | Action |
|---|---|---|
| 1 | Change of fuel | Modernization of gas heating and conversion to heat pumps |
| 1 | Change of fuel | Making the vehicle fleet more sustainable (e.g., switching to e-mobility) |
| 2 | Using renewable energy | Converting to green electricity at all facilities |
| 2 | Using renewable energy | Converting to climate-neutral district heat |
| 2 | Using renewable energy | Procuring green electricity for the company's own fleet |
| 3 | Decarbonizing the supply chain and downstream emissions | Adjusting company travel rules for employees or changing employees' company travel behavior |
| 3 | Using alternative means of transport | Increasing employees' use of public transport for their commute |

| Scope | Exogenous decarbonization factors | Action |
|---|---|---|
| 3 | Decarbonizing the supply chain and downstream emissions | Converting to green electricity in the hosting center, adopting the expansion of sustainable aviation fuels |
| 3 | Using renewable energy | More sustainable upstream chain procuring green electricity |
| 3 | Using renewable energy | More sustainable upstream chain procuring green electricity for vehicle fleet |
| 3 | Using renewable energy | More sustainable upstream chain procuring green electricity for energy |
| 3 | Decarbonizing the supply chain and downstream emissions | Further expanding electrification of rail transport and consequently reducing emissions from employees' company travel and their commutes |
| 3 | Decarbonizing the supply chain and downstream emissions | Final customers converting to green electricity |

In addition to the measures described above for reducing the $CO_2e$ footprint, the following measures were also implemented in previous years and similarly in the reporting year, and they will also be maintained in the future:

- Reducing building energy consumption by taking the following steps:
  - Attention must be paid to the highest possible energy efficiency when renting new office space in the Group, taking account of national circumstances
- Taking account of energy efficiency for new and replacement investments in technical office equipment for all ATOSS facilities
- Reducing the $CO_2$ footprint by:
  - Taking account of the infrastructure connections for all ATOSS facilities to enable their employees to arrive and depart by public transport
  - Providing an option to participate in a bicycle or e-bike lease program at all German facilities
  - Operating charging stations for electric and hybrid cars at the two largest German facilities (since 2022); some of the electricity provided originates from renewable sources
  - For employees entitled to a company car: Providing an option to use electric or hybrid vehicles as well as making further mobility offerings available (e.g., Rail Card 100)
- Reducing Scope 3 emissions from the purchase of raw materials and supplies:
  - Digital invoice dispatch and sustainable print management (centralized printers, double-sided printing, grayscale printing as the default setting) to reduce paper consumption and associated emissions
  - Group-wide rollout in 2024 of software for electronic signatures, thereby reducing paper consumption
- Use of water fountains instead of logistically expensive reusable beverage containers in the Group
- Sustainable, efficient recycling of IT hardware observing data protection and data security factors in the Group, thereby feeding secondary raw materials back into circulation and avoiding the $CO_2e$-intensive mining/extraction of primary material.

ATOSS' business model and strategy are resilient to external physical effects such as the consequences of climate change. Equally, the effects of the transformation process are of no direct relevance to ATOSS. Qualitative considerations regarding various climate change scenarios (such as the hot house world and a best case scenario) and their short-term, medium-term and long-term impacts did not lead to any different result. In the course of these analyses, no assets were identified that had been affected to a significant extent by risks caused by climate change in the past or might be in the future.

Thanks to ATOSS' broad customer base which is highly diversified, the risk would be spread should individual customers or industries be directly affected by physical or transitory effects of climate change.

## Energy consumption and energy mix

| 2025 | Renewable | Non-renewable | Total |
|---|---|---|---|
| Electricity (as shown in utility bills) (in MWh) | 897 | 371 | 1,268 |
| Fuels (in MWh) | 0 | 2,380 | 2,380 |
| **Total** | **897** | **2,751** | **3,648** |

| 2024 | Renewable | Non-renewable | Total |
|---|---|---|---|
| Electricity (as shown in utility bills) (in MWh) | 765 | 450 | 1,215 |
| Fuels (in MWh) | 0 | 2,217 | 2,217 |
| **Total** | **765** | **2,667** | **3,432** |





## Gross GHG emissions in Scope 1, 2 and 3 as well as total GHG emissions

**Accounting standard**

The accounting procedure is based – wherever possible – on the reporting specifications of the Greenhouse Gas Protocol (GHG Protocols). This standard is recognized internationally as the decisive reference for greenhouse gas accounting (GHG accounting). The GHG Protocol provides for the principles of relevance, completeness, continuity, transparency and accuracy for emissions accounting. These serve as the basis for consistent, comprehensible GHG accounting.

**Scope 3 greenhouse gas emissions**

Scope 3 emissions are divided into 15 categories covering various aspects of the value chain. Not all Scope 3 emission categories are relevant for ATOSS and its operations. All significant Scope 3 categories were included in the calculation.

| Category | Included / excluded |
|---|---|
| Cat. 1 – Purchased goods and services | included |
| Cat. 2 – capital goods | excluded |
| Cat. 3 – Fuel- and energy-related activities (not included in Scope 1 or Scope 2) | included |
| Cat. 4 – Upstream transportation and distribution | excluded |
| Cat. 5 – Waste generated in operations | excluded |
| Cat. 6 – Business travel | included |
| Cat. 7 – Employee commuting | included |
| Cat. 8 – Upstream leased assets | excluded |
| Cat. 9 – Downstream transportation and distribution | excluded |
| Cat. 10 – Processing of sold products | excluded |
| Cat. 11 – Use of sold products | included |
| Cat. 12 – End-of-life treatment of sold products | excluded |
| Cat. 13 – Downstream leased assets | excluded |
| Cat. 14 – Franchises | excluded |
| Cat. 15 – Investments | excluded |

ATOSS reports its total GHG emissions broken down by Scope 1, Scope 2 and significant Scope 3 emissions, in accordance with the table below:

| | Retrospective | | | | Intermediate targets and target years | | |
|---|---|---|---|---|---|---|---|
| | Reference year (2023)* | 2023* | 2024* | 2025 | 2025 | 2030 | 2045 |
| **Scope 1 greenhouse gas emissions** | | | | | | | |
| Scope 1 gross GHG emissions (t $CO_2$e) | 711 | 711 | 679 | 721 | 711 | 583 | 0 |
| **Scope 2 greenhouse gas emissions ** ** | | | | | | | |
| Location-related Scope 2 gross GHG emissions (t $CO_2$e) | 646 | 646 | 457 | 506 | n.a. | n.a. | n.a. |
| Market-related Scope 2 gross GHG emissions (t $CO_2$e) | 208 | 208 | 127 | 132 | 48 | 21 | 0 |
| **Significant Scope 3 greenhouse gas emissions** | | | | | | | |
| Total indirect (Scope 3) gross GHG emissions (t $CO_2$e) | 2,223 | 2,223 | 2,491 | 2,658 | 2,223 | 1,223 | 311 |
| 1 Purchased goods and services *** | 1,001 | 1,001 | 1,239 | 1,389 | n.a. | n.a. | n.a. |
| *Of which cloud computing and data center services* | *50* | *50* | *27* | *29* | n.a. | n.a. | n.a. |
| 2 Capital goods | | | | | n.a. | n.a. | n.a. |
| 3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2) | 245 | 245 | 230 | 241 | n.a. | n.a. | n.a. |
| 4 Upstream transportation and distribution | | | | | n.a. | n.a. | n.a. |
| 5 Waste generated in operations | | | | | n.a. | n.a. | n.a. |
| 6 Business travel | 389 | 389 | 398 | 381 | n.a. | n.a. | n.a. |
| 7 Employee commuting | 396 | 396 | 432 | 445 | n.a. | n.a. | n.a. |
| 8 Upstream leased assets | | | | | n.a. | n.a. | n.a. |
| 9 Downstream transportation and distribution | | | | | n.a. | n.a. | n.a. |
| 10 Processing of sold products | | | | | n.a. | n.a. | n.a. |
| 11 Use of sold products | 192 | 192 | 192 | 202 | n.a. | n.a. | n.a. |
| 12 End-of-life treatment of sold products | | | | | n.a. | n.a. | n.a. |
| 13 Downstream leased assets | | | | | n.a. | n.a. | n.a. |
| 14 Franchises | | | | | n.a. | n.a. | n.a. |
| 15 Investments | | | | | n.a. | n.a. | n.a. |

* Due to a change in the calculation methodology, the Scope 3 emissions and thus the total amount of recorded greenhouse gas emissions under Scopes 1, 2 and 3 were retrospectively adjusted for the base year 2023 and for the year 2024.
** Note on Scope 2: For the calculation of Scope 2 greenhouse gas emissions included in the target definition, the ATOSS Group applies the market-based method.
*** Note on Scope 3.1: The Group records and reports indirect Scope 3 GHG emissions resulting from the purchase of goods and services. This includes the following services: hyperscaler services, services provided by software implementation and technology partners, headhunting services, training and professional development measures, marketing and advertising services, legal and other consulting services, IT services, IT usage, IT equipment, as well as other administrative services. Scope 3 category 3.1 was calculated using the spend-based method.





| | Retrospective | | | | Intermediate targets and target years | | |
|---|---|---|---|---|---|---|---|
| | Reference year (2023)* | 2023* | 2024* | 2025 | 2025 | 2030 | 2045 |
| **Total GHG emissions** | | | | | | | |
| Total GHG emissions (location-based) (t $CO_2$e) | 3,580 | 3,580 | 3,627 | 3,885 | n.a. | n.a. | n.a. |
| Total GHG emissions (market-based) (t $CO_2$e) | 3,142 | 3,142 | 3,297 | 3,511 | 2,982 | 1,827 | 311 |

In the area of Scope 1 emissions, which at ATOSS result from fuel consumption for heat generation (natural gas) and the company's own vehicle fleet (diesel and petrol), a milestone target of 711 t $CO_2$e was defined for 2025 as part of the ATOSS Net Zero strategy in 2024. This target was only slightly exceeded, with a value of 721 t $CO_2$e. This is primarily attributable to the expansion of the Group and the associated increase in headcount. The continuous reduction of Scope 1 emissions therefore remains a central objective of the ATOSS Group. In particular, the use of modern vehicle models and a stronger focus on electric mobility are intended to support the achievement of future targets. In addition, further long-term emission reductions are to be achieved in leased office space through modernization measures and the conversion of gas heating systems to heat pump technology by landlords.

The milestone target set by the Group for market-based Scope 2 emissions for 2025 of 48 t $CO_2$e was exceeded by 84 t $CO_2$e, with a final value of 132 t $CO_2$e. At ATOSS, Scope 2 emissions include all indirect greenhouse gas emissions resulting from the generation of purchased electricity and heat. The exceedance of the 2025 target is mainly due to the fact that leased premises abroad have not yet been converted to green electricity. In this context, the Group is already in close dialogue with the landlords of the affected locations in order to encourage a timely switch to renewable electricity.

Due to a change in the calculation methodology, Scope 3 emissions resulting from the purchase of goods and services (Category 3.1 Purchased goods and services) attributable to the base year 2023 and to 2024 were retrospectively adjusted. At the same time, the milestone targets for the years 2025, 2030 and 2045 were revised. The adjusted milestone target for 2025 of 2,223 t $CO_2$e was exceeded by 435 t $CO_2$e, with actual emissions of 2,658 t $CO_2$e. This is almost exclusively attributable to emissions associated with the purchase of goods and services. Consulting services, expenditure on online marketing, and software costs are particularly affected, as these increase as a result of the Group's continuous growth and the associated rise in business volume. At the same time, the decarbonisation of the supply chain on the supplier side has not yet progressed in line with the Group's net-zero planning and is currently only partially within the Group's sphere of influence.

## Intensity of gross GHG emissions on the basis of net revenues

| | 2025 |
|---|---|
| Gross greenhouse gas (GHG) emissions (t $Co_2e$) (location-based) | 3,885 |
| Sales revenues (in EUR) | 189,258,254 |
| Gross greenhouse gas (GHG) emissions (t $CO_2e$) per euro of revenue (in EUR) | 0.0000205 |

## Information on the EU Taxonomy Regulation

The following disclosures are made in accordance with Article 8 of Regulation (EU) 2020/852. ATOSS Software SE is not affected by nuclear energy or gas-related activities (see Annex III of the additional delegated act on gas and nuclear activities, which supplements Annex XII to the delegated act on reporting obligations pursuant to Article 8 of the Taxonomy Regulation).

**Our economic activities**
ATOSS Software AG has made a detailed analysis of its economic activities pursuant to the delegated legal act for the climate targets in the EU Taxonomy Regulation. However, according to current definitions in the EU Taxonomy Regulation, the company's activities are not to be classified as an ecologically sustainable economic activity as they cannot make a material contribution to the realization of the environmental and climate targets as defined by the EU (climate protection, climate change adaptation, water and marine resources, circular economy, environmental pollution, biodiversity and ecosystems). As a provider of on-premise and cloud software solutions, as well as services for professional workforce management and demand-optimized personnel deployment, the company's business activities do not fall under the economic activities listed in Annexes I and II to the two delegated legal acts for the six environmental goals of the Taxonomy Regulation. The Capex and Opex KPIs report on investments related to the activities of the delegated legal act on the two climate goals.

**ATOSS KPIs**
The relevant key performance indicators ("KPIs") comprise the sales KPI, Capex KPI and Opex KPI. With regard to the 2025 reporting period, the KPIs relating to taxonomy-eligible or taxonomy-compliant economic activities and non-eligible and non-compliant economic activities must be disclosed.

As the economic activities of ATOSS as a software company are not subject to the delegated legal act for the climate goals and the legal act for environmental goals, ATOSS Software AG cannot show any proportion of its sales revenues that are taxonomy-eligible or taxonomy-compliant. Consequently, the following reporting therefore focuses on the proportion of sustainable investments (Capex) and operating expenses (Opex) within the meaning of the EU taxonomy that can be allocated to the first environmental goal of climate protection. There are no existing investment or operating expenses that potentially make a significant contribution to climate change transition or to the environmental objectives 3-6 (sustainable use and protection of water and marine resources, transition to a circular economy, prevention and reduction of pollution, protection and restoration of biodiversity and ecosystems). The eligible investments and operating expenditures relate exclusively to purchased goods and services.

With regard to the 2025 financial year, we have defined the activity CE 1.2 „Manufacture of electrical and electronic equipment" pursuant to the Environmental Legislation Act and identified the activity CCM 6.5 „Production of electrical and electronic equipment" pursuant to the Climate Legislation Act. „Transportation by motorcycles, passenger cars and light commercial vehicles" as taxonomy-compliant. This includes investment expenditure for IT equipment (IT end devices and servers) in accordance with the additions to Group property, plant and equipment (EUR 894,551) and the Group's vehicle fleet (combustion, hybrid and electric engines - additions to right-of-use assets in accordance with IFRS 16: EUR 1,133,315), which were recognized as right-of-use assets in accordance with IFRS 16. No taxonomy-eligible operating expenses were identified for the reporting year.

This results in the following key indicators in terms of taxonomy eligibility:

| | Proportion of taxonomy-eligible economic activities | Proportion of non-classifiable economic activities |
|---|---|---|
| Sales revenues | 0 % | 100 % |
| Capex | 42 % | 58 % |
| Opex | 0 % | 100 % |

Furthermore, we refer to the registration and reporting forms on following pages.

**Accounting principles**
The KPIs are determined in compliance with Annex I of the delegated legal act pursuant to Article 8 of the EU Taxonomy Regulation. Any duplicate counting of individual items is excluded by way of the accounting data opted for. ATOSS Software determines the eligible KPIs in compliance with the legal requirements and describes its accounting policy in this respect with a focus on taxonomy eligibility as follows:

**Sales KPI**

**Definition**
The proportion of classifiable economic activities in total revenues is calculated as that part of net revenues stemming from products and services in connection with classifiable economic activities (numerator) divided by net revenues (denominator). The denominator of the revenues KPI is based on the consolidated net revenues in compliance with IAS 1.82(a). Further details on ATOSS' accounting principles for consolidated net revenues can be found in the Notes to the Consolidated Financial Statements in Section II of our 2025 Annual Report, Accounting principles.

**Reconciliation**
Our consolidated net revenues can be reconciled to our consolidated financial statements, see profit and loss statement in our 2025 Annual Report (Item "Sales Revenues" in the P&L).

With regard to the numerator, ATOSS has not identified any classifiable economic activities, as explained above.

**Capex KPI**

**Definition**
The Capex KPI is defined as taxonomy-eligible Capex (numerator), divided by total Capex (denominator).

The total Capex comprises additions to property, plant and equipment and intangible assets during the financial year before depreciation and remeasurements, including those resulting from remeasurements and impairments for the 2025 financial year and excluding changes in fair value. It comprises additions to fixed assets (IAS 16), intangible assets (IAS 38) and rights of use assets (IFRS 16). Further details on our accounting principles with regard to our investments can be found in the Notes to the consolidated financial statements in Section II of our Annual Report, Accounting principles.

**Reconciliation**
The total Capex can be taken from the statement of changes in fixed assets shown in the Notes to the consolidated financial statements in our annual report (Section III. 27) (Sum of additions (at cost)) and rights of use (Section III. 28).

**Opex KPI**

**Definition**

The Opex KPI is defined as classifiable operating expenditure (numerator), divided by total operating expenditure (denominator).

Total Opex consists of direct, non-capitalized costs that relate to research and development, building renovation measures, short-term rental contracts, maintenance and servicing. This comprises:

- Research and development expenses recognized in the reporting period as expenses in the consolidated statement of profit and loss. In agreement with the consolidated financial statements (IAS 38.126), it includes all non-capitalized expenses directly attributable to research and development activity.
- Servicing and repair costs were determined based on the servicing and repair costs assigned to internal cost centers. The corresponding cost items can be found in the divisional costs of the profit and loss statement.

**Information based on the EU Taxonomy Regulation**

**Reporting forms**

**Standard disclosure template for the disclosure pursuant to Article 8 (6), (7) and (8) of the delegated act on Article 8 of the EU Taxonomy Regulation**

| Row | Nuclear energy related activities | |
|---|---|---|
| 1. | The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle. | NO |
| 2. | The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies. | NO |
| 3. | The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades. | NO |

| | Fossil gas related activities | |
|---|---|---|
| 4. | The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels. | NO |
| 5. | The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels. | NO |
| 6. | The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels. | NO |

## Template: Proportion of turnover from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2025

| Financial year 2025 | Year 2025 | | | Substantial Contribution Criteria | | | | | | DNSH criteria (‚Does Not Significantly Harm') | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Economic activities (1) | Code (2) | Turnover (3) | Proportion of turnover, year 2025 (4) | Climate Change Mitigation (5) | Climate Change Adaptation (6) | Water (7) | Pollution (8) | Circular Economy (9) | Biodiversity and ecosystems (10) | Climate Change Mitigation (11) | Climate Change Adaptation (12) | Water (13) | Pollution (14) | Circular Economy (15) | Biodiversity and ecosystems (16) | Minimum Safeguards (17) | "Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) turnover, year 2024 (18)" | Category enabling activity (19) | Category transitional activity (20) |
| | | EUR | % | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | % | E | T |
| **A. Taxonomy-eligible activities** | | | | | | | | | | | | | | | | | | | |
| **A.1. Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | |
| Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1) | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 0% | | |
| Of which Enabling | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 0% | | |
| Of which Transitional | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 0% | | |
| **A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | |
| Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2) | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 0% | | |
| **A. Turnover of Taxonomy eligible activities (A1 + A2)** | | **0** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** | | | | | | | | **0%** | | |
| **B. Taxonomy-non-eligible activities** | | | | | | | | | | | | | | | | | | | |
| Turnover of Taxonomy-non-eligible activities | | 189,258,254 | 100% | | | | | | | | | | | | | | | | |
| **Total** | | **189,258,254** | **100%** | | | | | | | | | | | | | | | | |

## Template: Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2025

| Financial year 2025 | Year 2025 | | | Substantial Contribution Criteria | | | | | | DNSH criteria (‚Does Not Significantly Harm') | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Economic activities (1) | Code (2) | CapEx (3) | Proportion of CapEx, year 2025 (4) | Climate Change Mitigation (5) | Climate Change Adaptation (6) | Water (7) | Pollution (8) | Circular Economy (9) | Biodiversity and ecosystems (10) | Climate Change Mitigation (11) | Climate Change Adaptation (12) | Water (13) | Pollution (14) | Circular Economy (15) | Biodiversity and ecosystems (16) | Minimum Safeguards (17) | "Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year 2024 (18)" | Category enabling activity (19) | Category transitional activity (20) |
| | | EUR | % | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | % | E | T |
| **A. Taxonomy-eligible activities** | | | | | | | | | | | | | | | | | | | |
| **A.1. Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | |
| CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1) | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | N | N | N | N | N | N | N | 0% | | |
| **A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | |
| | | | | EL: N/EL | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL | EL; N/EL | | | | | | | | | | |
| Manufacturer of electrical and electronic equipment | CE 1.2 | 894,551 | 19% | N/EL | N/EL | N/EL | N/EL | EL | N/EL | | | | | | | | 34% | | |
| Carriage by motorbikes,passenger cars and light commercial vehicles | CCM 6.5 | 1,133,315 | 24% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 30% | | |
| CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2) | | 2,027,867 | 42% | | | | | | | | | | | | | | 63% | | |
| **A. CapEx of Taxonomy eligible activities (A1 + A2)** | | **2,027,867** | **42%** | | | | | | | | | | | | | | **63%** | | |
| **B. Taxonomy-non-eligible activities** | | | | | | | | | | | | | | | | | | | |
| CapEx of Taxonomy-non-eligible activities (B) | | 2,743,957 | 58% | | | | | | | | | | | | | | | | |
| **Total** | | **4,771,824** | **100%** | | | | | | | | | | | | | | | | |

## Template: Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities - disclosure covering year 2025

| **Financial year 2025** | **Year 2025** | | | **Substantial Contribution Criteria** | | | | | | **DNSH criteria (‚Does Not Significantly Harm')** | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Economic activities (1) | Code (2) | OpEx (3) | Proportion of OpEx, year 2025 (4) | Climate Change Mitigation (5) | Climate Change Adaptation (6) | Water (7) | Pollution (8) | Circular Economy (9) | Biodiversity and ecosystems (10) | Climate Change Mitigation (11) | Climate Change Adaptation (12) | Water (13) | Pollution (14) | Circular Economy (15) | Biodiversity and ecosystems (16) | Minimum Safeguards (17) | "Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year 2024 (18)" | Category enabling activity (19) | Category transitional activity (20) |
| | | EUR | % | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y;N;N/EL | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | Y/N | % | E | T |
| **A. Taxonomy-eligible activities** | | | | | | | | | | | | | | | | | | | |
| **A.1. Environmentally sustainable activities (Taxonomy-aligned)** | | | | | | | | | | | | | | | | | | | |
| OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1) | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 0% | | |
| Of which Enabling | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 0% | | |
| Of which Transitional | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 0% | | |
| **A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)** | | | | | | | | | | | | | | | | | | | |
| OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2) | | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | 0% | | |
| **A. OpEx of Taxonomy eligible activities (A1 + A2)** | | **0** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** | | | | | | | | **0%** | | |
| **B. Taxonomy-non-eligible activities** | | | | | | | | | | | | | | | | | | | |
| OpEx of Taxonomy-non-eligible activities | | 28,601,575 | 100% | | | | | | | | | | | | | | | | |
| **Total** | | **28,601,575** | **100%** | | | | | | | | | | | | | | | | |

## Proportion of turnover/total turnover

| | Taxonomy aligned per target | Taxonomy-eligible per target |
|---|---|---|
| Climate change mitigation | 0% | 0% |
| Climate change adaption | 0% | 0% |
| Water | 0% | 0% |
| Circula Economy | 0% | 0% |
| Pollution | 0% | 0% |
| Biodiversity and ecosystems | 0% | 0% |

## Proportion of CapEx/total Cap-Ex

| | Taxonomy aligned per target | Taxonomy-eligible per target |
|---|---|---|
| Climate change mitigation | 0% | 24% |
| Climate change adaption | 0% | 0% |
| Water | 0% | 0% |
| Circula Economy | 0% | 19% |
| Pollution | 0% | 0% |
| Biodiversity and ecosystems | 0% | 0% |

## Proportion of OpEx/total OpEx

| | Taxonomy aligned per target | Taxonomy-eligible per target |
|---|---|---|
| Climate change mitigation | 0% | 0% |
| Climate change adaption | 0% | 0% |
| Water | 0% | 0% |
| Circula Economy | 0% | 0% |
| Pollution | 0% | 0% |
| Biodiversity and ecosystems | 0% | 0% |





## Company workforce

**Transparent and trust-based corporate culture and employee satisfaction**

**Procedures, guidelines and future initiatives**
ATOSS attaches great importance to a transparent, appreciative and trust-based corporate culture. Employees are the key factor in successfully achieving the company's targets. The Employees sphere is the responsibility of the Chief People Officer who manages the Human Resources Department in the ATOSS Group and reports to the CEO. This ensures that the perspectives and interests of the employees are incorporated into the strategies, decisions and actions of management.

Annual Group-wide employee surveys that form part of the ATOSS Listening Strategy (Connect@ATOSS Engagement Survey and Pulse Survey) support the focus of ATOSS human resource management, driving its development by targeting the issues that reflect the priorities and strategies. A fixed set of questions helps to determine annually updated metrics (on subjects such as commitment, communication, cooperation, corporate culture, diversity & inclusion, innovation, professional development, purpose, security, team, work-life balance and the workplace). The results of the survey are analyzed, communicated internally and serve as a foundation for the introduction of company-wide activities in the area of People & Culture in order to implement the ATOSS core values described in the Code of Conduct.

In order to address negative impacts on its employees, ATOSS has set up various anonymous complaints mechanisms for reporting and remedying complaints in the company and in the process always seeks to achieve dialog with and between the parties involved. ATOSS strives to create a culture in which everyone has the confidence to address matters of importance to them. This includes encouraging staff to express their opinions freely, including towards colleagues situated higher up the hierarchy. This is aided among other things by the annual survey on the Leadership Index which measures expectations of the role of employees vested with managerial responsibility. Moreover, there are further channels for freely voicing opinions, the availability of which is communicated to employees as part of the onboarding process: HR business partners, whistleblower hotline, Works Council, person of trust, diversity and inclusion team as well as dialog as part of the annual employee growth interviews with the manager. ATOSS endeavors to ensure that its employees not only have access to these channels but also have the knowledge, trust and security to use them where needed free of reprisals in accordance with specifications defined in the Code of Conduct. In the course of info campaigns and regular mailshots, employees are actively encouraged and reminded to participate in the various forms of the employee survey and use the communication channels offered. As a general rule, the measures described are open to employees of the ATOSS Group and will also be retained in this form going forward.

For further information on the ATOSS whistleblower hotline and protection for those that use the hotline from reprisals, see the Section on Corporate governance.

The HR Talent Management department run by the Chief People Officer attends to strategic and operational HR concerns across the Group at ATOSS, refining measures with a positive impact on employees and steering clear of potentially negative effects on staff.

**Targets**
ATOSS has defined the following key indicators in the area of transparent and trusting corporate culture or employee satisfaction. The company has agreed the following targets for 2025, and will also retain them for the 2026 financial year.

- Employee Engagement Index of > 80 percent
- Employee Net Promoter Score (eNPS) with a target of ≥ 25
- Leadership Index of 3.7
- Working Flexibility Satisfaction Index of ≥ 75 percent

**Progress and measures**
In order to measure employee satisfaction, a Group-wide Engagement Survey was carried out in 2025 on the basis of 3 survey elements ("I am proud of what we are achieving here together", "My work has a special significance for me and is not 'just a job'", ATOSS is for me a secure, reliable employer") in which 74 percent (previous year: 68 percent) of all Group employees participated. This survey resulted in an Employee Engagement Index of 84 percent (previous year: 83 percent). The target for the 2025 financial year was over 80 percent. In addition, the following HR indices were surveyed in 2025 in order to identify actual and potential positive and negative impacts on their employees, measure the success of the actions taken and in the event of negative impacts, arrange for remedial action. To this end, targets were defined and communicated in advance with the aim of achieving high participation rates. The efficacy of the measures and initiatives is tracked and evaluated by the Human Resources department.

**HR indices for measuring employee satisfaction**

| Key indicator | Units | 2025 target | 2025 ACTUAL | 2024 ACTUAL |
|---|---|---|---|---|
| Employee Engagement Index | % | > 80 | 84 | 83 |
| Employee Net Promoter Score (eNPS) | Points | ≥ 25 | 34 | 33 |
| Leadership Index | Points | 3.70 | 3.75 | 3.70 |
| Working Flexibility Satisfaction Index | % | ≥ 75 | 74 | 75 |

**§ Accounting policies**

**Employee Engagement Index:** measures employee satisfaction on the basis of 3 survey elements

**Employee Net Promoter Score (eNPS):** ): measures the probability that employees would recommend ATOSS as an employer.

**Leadership Index:** measures the expectations of the roles of employees with managerial responsibility (rating scale of 1-5 points; 1 = expectations of the role not yet met; 3 = expectations of the role met; 5 = expectations of the role far exceeded across the board).

**Working Flexibility Satisfaction Index**: measures the satisfaction of employees with respect to the reconciliation of work and private life.

An external analysis and assessment of employer attractiveness was also carried out again in 2025 by the Top Employers Institute. This certified ATOSS Software SE as a "Top Employer" for the fifth consecutive year. The certification program analyses the personnel strategy in practical employee offers such as the talent strategy, personnel planning, onboarding, training and manager development as well as career and succession planning and the corporate culture.

## Diversity, inclusion, non-discrimination as well as human rights and labor rights

**Procedures, guidelines and future initiatives**
The Management Board regards diversity, equal rights and inclusion as elemental components of an open, innovative corporate culture, and it is determined to maintain a working environment that encourages employees to contribute their differing perspectives. Every employee – irrespective of their age, ethnic origin and nationality, gender, physical and mental abilities, religion, ideology or their sexual orientation and identity – should be able to contribute to the success of the company with their individual personalities and strengths, thereby unlocking their full potential. ATOSS defined this approach to diversity, equality & inclusion in its Diversity Policy which applies to all employees and at the same time forms the basis for dealing with diversity within the company. The policy defines what ATOSS understands by diversity, equality and inclusion, which third-party initiatives it refers to and how diversity is embraced in everyday life.

ATOSS is convinced that employee diversity boosts the company's agility and innovative talent as different perspectives are the breeding ground for new ideas. By signing the Diversity Charter every year, ATOSS is demonstrably advocating for a respectful working environment free of prejudice.

In addition, the Code of Conduct defines what ATOSS regards as ethically correct conduct in everyday working life. Among other things, it also covers the subjects of equal rights and non-discrimination. For example, ATOSS is guided by the principle of equal opportunities as well as qualification-led and performance-related criteria in its personnel decisions such as the selection, appointment, promotion, remuneration and training of staff as well as when switching jobs. In accordance with the rules contained in the Code of Conduct, no gender-specific or ethnic differences may play any part. Besides the ATOSS core values, further contents of the Code of Conduct include: fair competition and antitrust law, compliance and anti-corruption, occupational health and safety, protection of the environment, data protection and confidentiality. The aim of the guidelines described that apply and to all employees in the Group is to reduce the risk of discriminatory behavior and at the same time promote employee behaviors that may have a positive impact on customer satisfaction and consequently on ATOSS business success. Compliance with these behavioral principles is monitored particularly by managers and the Compliance department in the course of standard processes. The Management Board is responsible for implementing the guidelines.

In addition, ATOSS has committed to respecting and promoting social values such as internationally recognized human rights. The respect of human rights, children's rights and labor rights is non-negotiable and unconditional, encompassing observance of the United Nations' charter on human rights and children's rights, the recognized standards of the International Labor Organization (ILO) as well as European legislation. The principles of the UN Global Compact and the rules of the UN Conventions on the Rights of the Child also guide ATOSS' actions. In this context, ATOSS explicitly rejects all forms of forced labor or child labor. In cases where the company identifies potentially detrimental effects on human rights, it undertakes to take immediate, effective action to remedy the situation. ATOSS' approach to complaints and remedial measures consists in removing all negative impacts on the human rights of individuals, workers and communities which ATOSS has caused or contributed to. The efficacy of the measures and initiatives implemented as well as consideration of the interests involved are tracked and evaluated by the Human Resources department as part of regular processes (e.g., employee surveys, Pulse Surveys). With regard to further information on the subject of compliance and ethical conduct, see the Corporate governance section.

**Targets**
In order to address the subject of diversity in the coming years with even greater intensity, and to further boost its attractiveness as an employer, ATOSS set itself the following targets for the first time in 2022, to be met by 2027, and the achievement of which it will also retain as targets in the 2026 financial year:

- Group-wide gender distribution: 50 percent female / 50 percent male
- Gender distribution among senior executives 40 percent female / 60 percent male
- Gender distribution in management: 30 percent female / 70 percent male

In order to track its progress in achieving the defined targets, ATOSS evaluates employee percentages by gender and position.

**§ Accounting policies**

**Senior executives:** Employees with responsibility for teams

**Management:** so-called Core Management incl. authorized signatories excl. Management Board; PY: so-called Executive Leadership Team incl. authorized signatories excl. Management Board

**Progress and measures**

Various measures for promoting employee diversity were also implemented across the Group for all employees of the company in the 2025 financial year. For example, a Diversity Day was once again staged on which employees were able to learn more on the subject of neurodiversity. Diversity newsletters also kept employees regularly up to date on all the measures implemented and scheduled in this area such as the format of the "Culture Talks" in which employees were able to learn more about the country, culture and customs of their foreign colleagues. There is also a mandatory e-learning format in place that focuses on the ATOSS Code of Conduct, thereby providing an important boost to the subjects of diversity and inclusion to ensure that our dealings with each other in the Group are open and free of prejudice. Potential infringements against diversity, equal rights and inclusion can be reported by any employees through the whistleblower hotline without fear of reprisals and will be subsequently investigated by the Compliance committee as well as being reported to the Management Board and Supervisory Board.

In ATOSS' view, the measures described succeeded in creating an inclusive working environment for implementing the Diversity Policy adopted by the Group. This is also illustrated by the results of this year's Engagement Survey with an approval rating of 89 percent in the area of diversity and inclusion (previous year: 87 percent). At the same time, the diversity measures actioned further innovation while boosting employee satisfaction and loyalty.

In the 2025 financial year, there were no confirmed incidents in connection with child labor, forced labor, human trafficking or discrimination among employees of the Group, nor did any confirmed incidents come to light involving workers in the value chain, affected communities, consumers or end users.

In the next financial year, ATOSS is planning to continue with the measures implemented in the reporting year in the area of diversity.

The following key indicators are published in order to show the diversity and characteristics of employees in the company:

As of 12/31/2025, ATOSS employed 856 staff (previous year: 820) from 47 countries (previous year: 49).

**Total number of employees by age (number of persons)**

| | 12/31/2025 | 12/31/2024 |
|---|---|---|
| <30 | 250 | 274 |
| 30-50 | 523 | 468 |
| >50 | 83 | 78 |
| **Total number of employees** | **856** | **820** |

**Total number of employees by gender (number of persons)**

| Gender | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Male | 514 | 489 |
| Female | 342 | 331 |
| Diverse | 0 | 0 |
| not provided | 0 | 0 |
| **Total number of employees** | **856** | **820** |





**Total number of employees by country (number of persons)**

| Country | 12/31/2025 | 2025 (ø) | 12/31/2024 | 2024 (ø) |
|---|---|---|---|---|
| Germany | 599 | 578 | 558 | 553 |
| Romania | 191 | 199 | 207 | 205 |
| Austria | 18 | 17 | 17 | 16 |
| Switzerland | 17 | 15 | 15 | 13 |
| Netherlands | 15 | 14 | 14 | 13 |
| India | 11 | 6 | - | - |
| France | 3 | 3 | 3 | 2 |
| Sweden | 2 | 3 | 4 | 4 |
| Belgium | 0 | 1 | 2 | 2 |
| **Total** | **856** | **836** | **820** | **808** |

**Total number of employees by tier of management and gender (number of persons)**

| | Target (%) | 12/31/2025 | Proportion (%) | 12/31/2024 | Proportion (%) |
|---|---|---|---|---|---|
| **Senior executives** | **100** | **128** | **100** | **116** | **100** |
| Male | 60 | 84 | 66 | 76 | 66 |
| Female | 40 | 44 | 34 | 40 | 34 |
| **Management** | **100** | **15** | **100** | **12** | **100** |
| Male | 70 | 10 | 67 | 9 | 75 |
| Female | 30 | 5 | 33 | 3 | 25 |

**Gender and age group distribution of the Supervisory Board (number of persons)**

| | 12/31/2025 | 12/31/2024 |
|---|---|---|
| **Male** | **4** | **4** |
| <30 | 0 | 0 |
| 30-50 | 2 | 2 |
| >50 | 2 | 2 |
| **Female** | **0** | **0** |
| <30 | 0 | 0 |
| 30-50 | 0 | 0 |
| >50 | 0 | 0 |

Gender and age group distribution of the Management Board (number of persons)

| | 12/31/2025 | 12/31/2024 |
|---|---|---|
| **Male** | **3** | **3** |
| <30 | 0 | 0 |
| 30-50 | 1 | 1 |
| >50 | 2 | 2 |
| **Female** | **0** | **0** |
| <30 | 0 | 0 |
| 30-50 | 0 | 0 |
| >50 | 0 | 0 |

Total number of employees by type of contract, broken down by gender* (number of persons)

| 12/31/2025 | | | | |
|---|---|---|---|---|
| **Female** | **Male** | **Others** | **not provided** | **Total** |
| **Number of employees with permanent employment contracts (number of persons)** | | | | |
| 331 | 490 | 0 | 0 | 821 |
| **Number of employees with fixed-term employment contracts (number of persons)** | | | | |
| 11 | 24 | 0 | 0 | 35 |
| **Number of full-time workers (number of persons)** | | | | |
| 267 | 468 | 0 | 0 | 735 |
| **Number of part-time employees (number of persons)** | | | | |
| 75 | 46 | 0 | 0 | 121 |

*Gender as stated by the employee

| 12/31/2024 | | | | |
|---|---|---|---|---|
| **Female** | **Male** | **Others** | **not provided** | **Total** |
| **Number of employees with permanent employment contracts (number of persons)** | | | | |
| 315 | 458 | 0 | 0 | 773 |
| **Number of employees with fixed-term employment contracts (number of persons)** | | | | |
| 16 | 31 | 0 | 0 | 47 |
| **Number of full-time workers (number of persons)** | | | | |
| 249 | 439 | 0 | 0 | 688 |
| **Number of part-time employees (number of persons)** | | | | |
| 82 | 50 | 0 | 0 | 132 |

*Gender as stated by the employee

Total number of employees by type of contract, broken down by region (number of persons)

| 12/31/2025 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **DE** | **RO** | **AT** | **CH** | **NL** | **SE** | **BE** | **FR** | **IN** | **Total** |
| **Number of employees (number of persons)** | | | | | | | | | |
| 599 | 191 | 18 | 17 | 15 | 2 | 0 | 3 | 11 | 856 |
| **Number of employees with permanent employment contracts (number of persons)** | | | | | | | | | |
| 576 | 183 | 17 | 15 | 14 | 2 | 0 | 3 | 11 | 821 |
| **Number of employees with fixed-term employment contracts (number of persons)** | | | | | | | | | |
| 23 | 8 | 1 | 2 | 1 | 0 | 0 | 0 | 0 | 35 |
| **Number of full-time workers (number of persons)** | | | | | | | | | |
| 500 | 178 | 14 | 14 | 13 | 2 | 0 | 3 | 11 | 735 |
| **Number of part-time employees (number of persons)** | | | | | | | | | |
| 99 | 13 | 4 | 3 | 2 | 0 | 0 | 0 | 0 | 121 |

| 12/31/2024 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **DE** | **RO** | **AT** | **CH** | **NL** | **SE** | **BE** | **FR** | **IN** | **Total** |
| **Number of employees (number of persons)** | | | | | | | | | |
| 558 | 207 | 17 | 15 | 14 | 4 | 2 | 3 | - | 820 |
| **Number of employees with permanent employment contracts (number of persons)** | | | | | | | | | |
| 532 | 189 | 16 | 13 | 14 | 4 | 2 | 3 | - | 773 |
| **Number of employees with fixed-term employment contracts (number of persons)** | | | | | | | | | |
| 26 | 18 | 1 | 2 | 0 | 0 | 0 | 0 | - | 47 |
| **Number of full-time workers (number of persons)** | | | | | | | | | |
| 457 | 183 | 13 | 13 | 13 | 4 | 2 | 3 | - | 688 |
| **Number of part-time employees (number of persons)** | | | | | | | | | |
| 101 | 24 | 4 | 2 | 1 | 0 | 0 | 0 | - | 132 |

**§ Accounting policies**

**Total number of employees:** The number of employees is determined on the basis of the number of persons (headcount) recorded centrally in the Group's personnel management and HR software at the end of the reporting period (incl. those absent on maternity leave, those with fixed-term contracts, part-time employees – even if they are only mini-jobbers (e.g. students)). Dismissed employees are recorded until their notice period has elapsed regardless of whether they were wholly or partially released from their assignments until the end of their notice period. Members of the Management Board, freelancers, trainees and inactive employment relationships (e.g., parental leave) are not taken into consideration when determining the number of employees.

**Average number of employees:** one quarter of the sum of the number of employees at the end of each quarter

**Gender:** Information on the gender characteristics of male, female, diverse incl. any changes to them is recorded in the Group's personnel information system and is thus available for evaluations and calculations of key indicators.

**Senior executives:** Employees with responsibility for teams

**Management:** so-called Core Management incl. authorized signatories excl. Management Board; PY: so-called Executive Leadership Team incl. authorized signatories excl. Management Board

## Health, well-being and occupational safety

**Procedures, guidelines and future initiatives**
The Management Board attaches great importance to the health of its employees. In the Management Board's view, measures to promote good health in companies not only help individual employees and secure the long-term success of the business but also have positive impacts on society over and beyond the company. Successful company health management boosts employee health, reduces the physical and mental stresses and strains of work, prevents illness and enhances employees' commitment. Not least, the attractiveness of the employer for employees and applicants also receives a welcome uplift. The company is therefore implementing various company health promotion measures at its facilities aimed at motivating employees to adopt a healthy lifestyle and strengthen their sense of personal responsibility in matters of health. In this way, ATOSS is also addressing the risk of a lack of healthcare that could lead to high rates of sickness and disrupt operating processes.

**Progress and measures**
ATOSS has a management system for occupational health and safety based on statutory requirements and recognized standards, and which covers all employees at facilities in Germany, Austria, Switzerland, Netherlands and Romania. The occupational safety committee meets every quarter. The occupational safety officer is the point of contact for employees in all questions of occupational health and safety and they advise the departments accordingly. Risk assessments are carried out on an annual basis. All employees also receive training once a year on the subject of occupational health and safety in the form of an online event. This ensures that all employees are incorporated across the Group into the management system for occupational health and safety. The indicators for accidents at work and work-related sickness (see below) gathered by the Group demonstrate the efficacy of the measures implemented.

One special concern of ATOSS is to preserve the health and work-life balance of its employees and to make work in the offices or home offices as pleasant as possible. To this end, ATOSS Health Management organized the following offers in the 2025 financial year: membership of Wellhub with diverse sporting and health offers, various sporting offers (yoga, football, running), regular check-ups by the works doctor (eye tests, flu vaccinations), consultation offers and information events on the subject of health (Virtual Health Month). This health offer is to be continued in the coming years. As a general rule, the health measures described are available to all employees of the ATOSS Group (depending on local offers) and contribute not only towards bolstering employees' health but also boosting the company's attractiveness as an employer.

The success of the health measures implemented is shown in the high Health Culture Index for measuring the health of employees. The company releases the following key indicators in the area of health protection and occupational safety:

| | 2025 | 2024 |
|---|---|---|
| Sickness rate (%) | 3 | 3 |
| Health Culture Index (%) | 97 | 97 |
| Accidents at work (number) | 14 | 8 |
| Rate of work-related accidents (%) | 0 | 0 |
| Fatalities as a result of accidents at work or work-related sickness (number) | 0 | 0 |

**§ Accounting policies**

**Sickness rate:** Sick days of all employees employed in the company divided by the target working days (incl. scheduled days of absence)

**Health Culture Index:** 100 percent minus the sickness rate

**Work-related accidents:** Accident suffered by an employee while performing a task directly related to their work, e.g., during working hours, a business trip or on their way to or from work.

**Work-related illnesses:** any illness occurring in relation to their work and reported to the employer by the employee.

**Rate of work-related accidents:** Number of accidents at work divided by aggregate standard working hours

## Staff recruitment and retention

**Procedures, guidelines and future initiatives**
The professional and personal skills of ATOSS employees are genuine game-changers in persuading customers, investors and business partners to opt for the company and thereby play an important part in the success of the business. ATOSS therefore always aims to recruit and retain the best talents. Competition for qualified staff has become one of the greatest challenges and at the same time risks for many companies and ATOSS, too, has to face up to this problem.

To this end, the "Talent Acquisition Department has been pursuing an Active Sourcing approach for several years in order to identify qualified external candidates across the Group and proactively make them aware of vacant positions. The measures implemented by the HR department are designed for the long term and are reviewed and if necessary adjusted.

Besides recruitment, employee loyalty is a significant factor in the successful implementation of ATOSS' growth plans. In the process, ATOSS is guided strictly by the statutory requirements on remuneration in place in different countries. In addition, ATOSS offers further salary extras, flexible working arrangements, a positive, dynamic working atmosphere as well as opportunities for personal growth and further development.

ATOSS measures employee recruitment and retention on the basis of different internal indicators and external assessments. The staff turnover rate is an important metric for determining employee satisfaction and the attractiveness of ATOSS for talented individuals and skilled workers.

The reconciliation of family and work is an important factor in the competition for staff. All employees have a statutory right to leave for family reasons. ATOSS also makes every effort to ensure that employees across all levels of the hierarchy and all divisions of the company take advantage of their parental leave and that they can quickly slot back in after returning from their parental leave.

Digitalization has fundamentally changed the world of work. The hybrid working time model "New Work" introduced in 2021 enables nearly all ATOSS employees to work 50 percent from home, thereby giving them greater flexibility to take account of their personal needs. The "work from home" option has been extended in most Group companies to include a "work from home" option from other EU countries for a fixed number of days. The working models described are designed for the long term and defined in a corresponding company works agreement. The success of the measures implemented is measured by the HR department on the basis of the annual Engagement Survey which also questions employees on their work-life balance. See also comments on the Working Flexibility Satisfaction Index.

In the view of ATOSS, the measures described to promote the reconciliation of family and work as well as flexibility at the workplace make a successful contribution towards boosting the company's attractiveness as an employer and increasing the proportion of women in senior positions in line with the ATOSS diversity guideline.

**Progress and measures**
ATOSS again succeeded in maintaining its staff growth in the 2025 financial year thanks to the successful recruitment of employees in many departments of the company. In total, ATOSS took on 241 new employees in 2025 (previous year: 222). The proportion of women among the new recruits stood at 40 percent (previous year: 39 percent).

The overall staff turnover rate in 2025 stood at 19.9 percent (turnover rate excl. students: 18.7 percent) (previous year: 20.9 percent (turnover rate excl. students: 16.7 percent) and primarily reflected tougher international competition for the best talents. Here ATOSS implemented numerous measures – mainly in the areas of health, well-being and occupational health and safety as well as staff training and development – in order to strengthen employee loyalty to the company and to keep the loss of talented staff to a minimum.

In order to measure the measures implemented in employee recruitment and retention, the Group also records the following key indicators:

| | 2025 | 2024 |
|---|---|---|
| Number of employees who have left the company (number of persons) | 166 | 169 |
| Staff turnover rate (%) | 19.9% | 20.9% |
| Number of employees excluding students who left the company (number of persons) | 151 | 129 |
| Staff turnover rate (%) | 18.7% | 16.7% |
| Average remuneration of ATOSS employees on a full-time equivalent basis in Germany (gross in EUR)** | 92,260 | 86,102 |
| CEO remuneration (EUR) | 1,131,458 | 1,106,469 |
| CEO pay ratio (CEO remuneration to the average remuneration of ATOSS employees on a full-time equivalent basis in Germany) | 1:12 | 1:13 |
| Ratio of the total annual remuneration of the highest paid individual (CEO) to the median of the total annual remuneration of all employees on a full-time equivalent basis (excl. the highest paid individual) - across the Group | 1:16 | 1:17 |
| Gender pay gap (incl. Management Board) | 20% | - |
| Gender pay gap (excl. Management Board) | 17% | - |

* For the calculation, see also the definition of turnover rate in Accounting policies
** excl. special payments

The gender pay gap metrics represent an average value for the Group as a whole and therefore do not take into account country-specific circumstances, differing job profiles, or individual conditions. In the context of recruitment and remuneration, the Group does not make any gender-specific distinctions in principle. The gender pay gap metrics were determined for the first time in the 2025 financial year.



**§ Accounting policies**

**Gender Pay Gap**
The difference between the total annual remuneration of female and male employees incl. Management Board in the ATOSS Group, expressed as a percentage of the basic salary of male employees incl. male Management Board.

**Staff turnover rate**
The staff turnover rate is calculated as the ratio of the number of employees (see definition of "Number of employees" in § Accounting policies) (excl. members of the Management Board, freelancers, trainees and inactive employment relationships (e.g. parental leave)) who left the company in the financial year (voluntarily, due to dismissal (i.e. termination, severance), retirement, or employees whose fixed-term contracts expired) to the average number of employees (excl. members of the Management Board, freelancers, trainees and inactive employment relationships (e.g. parental leave)) in the financial year.

## Staff training and development

**Procedures, guidelines and future initiatives**
Training sessions and further education can play a role in achieving the budgeted sales growth, expanding the ATOSS product range and continuing to meet customers' expectations. For this reason, regular reviews of performance and career development represent an important tool for ATOSS for measuring employee growth (e.g., in the form of annual reviews). In these interviews, employees, together with their supervisor, explore how they can achieve professional and personal growth, and what opportunities for doing so are on offer at ATOSS. In this context, the ATOSS Career Development Charter supports the professional and personal growth of employees and managers throughout the Group by means of numerous online and face-to-face offers in the areas of soft skills, leadership and technical product expertise as part of the ATOSS Learning Compass. New joiners to ATOSS also undergo a training program in the first few weeks consisting of a mixture of webcasts, self-learning and e-learning, offering them further training in professional skills, methodological approaches and personal growth. The training and further education offerings are available to all employees of the ATOSS Group and are regularly analyzed, reviewed and if necessary adjusted by the HR department.

**Progress and measures**
In the view of ATOSS, the training measures offered in the reporting year have enabled the Group to successfully implement the requirements of the ATOSS Career Development Charter. The average number of hours spent on training and further education broken down by employee category and department was as follows:

| Category | 2025 | 2024 |
|---|---|---|
| Employee category Supervisors & Management | 54 | 35 |
| Employee category Staff | 46 | 34 |
| | | |
| Sales | 67 | 30 |
| Customer Services & Support (CSS) | 64 | 59 |
| Finance, People & Organization (FPO) | 25 | 18 |
| Marketing | 35 | 20 |
| Innovation & Development (I&D) | 38 | 28 |

The average number of training hours (compulsory and voluntary training) per employee in the ATOSS Group stood at 48 h (previous year: 34 h) in the 2025 financial year. The rise in the average number of hours for training and further education in the Sales department is predominantly due to the expansion of onboarding measures in this department. With regard to the further training options on offer, ATOSS makes no distinction between the genders of its employees as a matter of principle.

The average number of training hours (compulsory and voluntary training) per employee in the Group, broken down by gender, is as follows:

| | 2025 | 2024 |
|---|---|---|
| Male | 47 | 34 |
| Female | 49 | 34 |
| Diverse | n.a. | n.a. |

**§ Accounting policies**

**Average number of training hours per employee:** GTotal number of training hours completed divided by the average number of employees in the financial year (one quarter of the sum of employee numbers at the end of each quarter). cf. definition of employees under Accounting Policies in the sections on diversity, inclusion, anti-discrimination as well as human rights and labor rights.

**Compulsory training:** Compliance training on the Code of Conduct, General Data Protection Regulation (DSGVO), occupational safety, data protection fundamentals, information security basics. All training sessions are designed to last 60 minutes.

## Consumers and end users

ATOSS attaches great importance to long-term customer relationships. These are based on mutual trust and the ability to recognize and understand their customers' requirements and work with them to meet their demands. The themes and topics of innovation and added value for customers, information security and the security of customer data are the responsibility of all members of the company's Management Board and the departments entrusted with their implementation and observance, namely Sales, Marketing, Product Management, Research & Development, Cloud Solutions, Customer Services & Support and Finance.

The ATOSS values, enshrined in the Group-wide ATOSS Code of Conduct, underpin the respectful, responsible and sustainable interactions of the company with its customers and their data.

**Innovation and value added for customers**

**Procedures, guidelines and future initiatives**
ATOSS solutions add significant value for their customers by allowing them to deploy their existing personnel capacity more efficiently and adapt it quickly and agilely to meet changing underlying conditions. Fluctuations in demand, for example, can occur in companies at short notice due to volatile order books in industry, changing footfall in the retail trade, call volumes in call centers, fluctuating patient admissions in the health sector or seasonal peaks in logistics.

The core task of ATOSS software solutions is to synchronize workload and working hours and generate cost-optimized deployment planning. This creates a productive, viable working environment which involves employees in the organization of their working time and contributes to greater employee satisfaction and productivity through its transparency. At the same time, ATOSS Workforce Management solutions can help to increase productivity, efficiency and improve service levels or product quality.

Innovative working time concepts also create the platform for a better work-life balance and support effective employer branding — topics and issues that are gaining in importance in times of skills shortages. Intelligent time and attendance management, demand-optimized deployment planning and workforce forecasting also prevent overtime and unoccupied time. Integrated workforce management thereby creates the foundation for a living and breathing organization that can respond to fluctuating requirements, while optimizing costs and demands.





**Targets**
Sustainable economic growth will continue to form the basis of ATOSS' ability to innovate. ATOSS has therefore set itself the following targets for 2025:

- proportion of recurring revenue at around 70 percent
- average revenue growth of 19 percent from 2023 to 2025 (basis: year end 2022)
- customers to grow to 20,000+

For the 2026 financial year, the Group has adjusted these targets as follows:

- proportion of recurring revenue at around 72 percent
- average revenue growth of 14 percent from 2026 to 2027 (basis: year end 2025)
- customers to grow to 25,200+

ATOSS has set itself the following targets in the area of innovation and added value for customers for the 2025 financial year:

- Long-term customer relationships: cloud churn* under 2 percent per year and Net Retention Rate (NRR) of more than 110 percent
- R&D investments of around 16 percent of total revenue
- Net Promoter Score (NPS) ≥ 10

Targets for innovation and added value have been slightly modified for fiscal 2026 or set as follows:

- Long-term customer relationships: Cloud Gross Retention Rate* ≥ 96 percent and Net Retention Rate (NRR) of more than 110 percent
- R&D investments of around 16 percent of total revenue
- Net Promoter Score (NPS) of 14

With regard to the Net Promoter Score (NPS), a long-term target (i.e., >5 years) of ≥ 35 was also set in 2022.

*excluding the Crewmeister product

**Progress and measures**
ATOSS Software SE maintained its growth trajectory in the 2025 financial year. For the twentieth time in succession, the Munich workforce specialist succeeded once again in surpassing its already high records for revenue and earnings. Group revenue rose by 11 percent to EUR 189.3 million over the year (previous year: EUR 170.6 million), The target of average revenue growth of 19 percent for the period from 2023 to 2025 was thus met in full. The target for the proportion of recurring revenue of around 70 percent was also achieved.

ATOSS evaluates the success of its innovations on the basis of the number of customers won in the financial year and the level of R&D spending. Today, around 21,100 customers plan and manage their employees with software solutions from ATOSS. This means the target figure of 20,000+ for the 2025 financial year was achieved. With a figure of EUR 28.6 million, 15 percent of consolidated revenue went towards refining ATOSS products and solutions in 2025, only slightly below the target of around 16 percent. A total of 1 major release and 2 minor releases were rolled out for the ATOSS Staff Efficiency Suite (ASES) and ATOSS Startup Edition (ASE) products and 11 minor releases for the ATOSS Time Control product. Annual releases are a relevant cornerstone for maintaining customer satisfaction at a high level. With the level of its development expenditure, ATOSS is among the top 100 European software manufacturers with the highest R&D expenditures in 2025 according to the study, "The 2025 EU Industrial R&D Investment Scoreboard"; this ranking positions the company in first place among Europe's software providers specializing in workforce management.

The additional benefit in ATOSS solutions for customers lies in their demonstrable contribution towards greater value added and competitiveness. This was also underlined by a study commissioned by ATOSS in 2022 involving existing customers and companies not yet won over as customers by the Group on the subject of "The Future of Workforce Management". Measurable strategic effects result primarily in reducing personnel costs, sickness and staff turnover rates as well as over- and understaffing. ATOSS is also considered a representative provider in the European market for workforce management according to the international market research company Gartner.

The added value of ATOSS workforce management solutions and the customer satisfaction they engender can also be measured on the basis of the following key indicators monitored by the Group:

| | 2025 target | 2025 ACTUAL | 2024 ACTUAL |
|---|---|---|---|
| Churn rate Maintenance (%) | - | 3.0 | 2.1 |
| Churn rate Cloud* (%) | <2 | 3.2 | 2.9 |
| Share of R&D spending in total revenue (%) | ~16 | 15 | 15 |
| Net Retention Rate (NRR) | ≥110 | 113 | 116 |
| Net Promoter Score (NPS) | ≥10 | 13 | 14 |

*excluding the Crewmeister product

**Accounting Principles**

**Churn rate Maintenance:** Monthly Recurring Revenue (MRR) of customers lost in the last 12 months divided by Monthly Recurring Revenue (MRR) in December of the reporting year.

**Churn rate Cloud:** Monthly Recurring Revenue (Cloud & Subscriptions MRR) of customers lost in the last 12 months divided by Monthly Recurring Revenue (Cloud & Subscriptions) in December of the reporting year.

**Net Retention Rate (NRR):** This indicator shows whether the sum of annual recurring revenue (ARR) in a certain twelve-month period has grown or contracted in the same customer group (all customers excl. the Crewmeister product).

**Net Promoter Score (NPS):** This indicator measures to what extent customers would recommend the ATOSS solutions sold. The NPS has been determined by means of regular in-house customer surveys (by mail and on the phone) since 2023, and it is calculated as the difference between the proportion of satisfied customers who would recommend ATOSS to others and the proportion of customers who judge the product or the services offered by ATOSS to be inadequate. Customers have the option to rate their recommendation on a scale of 0 (highly unlikely) to 10 (extremely likely). Depending on their assessment, the responders are then allocated to one of the following three groups: promoters - score between 9 and 10; indifferent - score between 7 and 8; detractors - score between 0 and 6.

## Information security

### Procedures, guidelines and future initiatives

ATOSS has implemented various measures and checks to ensure information security. The aim of these measures is to prevent risks in the form of attacks or unwanted activities that violate the confidentiality, integrity or availability of data, thereby interfering with the basic rights and freedoms of natural persons (e.g., as a result of data protection violations) and arising from ATOSS' own business activities. Attacks and unintended activities include both the theft and manipulation or sabotaging of data. The key measures implemented in 2025 by the IT Department in close cooperation with the responsible divisional management board and the CFO include both preventive and responsive, mitigating measures as well as control actions for all ATOSS facilities.

- Preventive controls, for example, involve the secure configuration of hardware and software, controlled access to devices and identities on a need-to-know basis, software updates, vulnerability management, defense against malware as well as educational inputs for users and obligatory annual online training for all ATOSS employees on the subject of information security.
- Detective controls, for example, include data analysis, the monitoring and processing of alerts, measurement of external risk potential but also site inspections, service audits and penetration tests.
- Responsive controls cover incident handling, protective system changes and emergency management.

An Information Security Management System (ISMS) based on the model of the international security standard ISO/IEC 27001:2022 is in place for the technical security of ATOSS Cloud Operations. By implementing these measures, ATOSS once again achieved its declared goal of obtaining recertification for the ISMS in the reporting year. The Group also has a backup data center, further boosting fail safety in the event of disruptions to the existing data center (power cuts, cyber attacks, acts of sabotage, natural disasters).

**Targets**

In addition, ATOSS set itself the following targets in the area of information security for 2025 and it is adhering to these targets unchanged for 2026. The relevant targets are as follows:

- to maintain and refine the existing management system for information security incl. recertification to the new international security standard ISO/IEC 27001:2022 in the area of cloud services for workforce management solutions.
- to ensure fixed availability rates for the cloud services offered - defined as the percentage deviation of cloud services from Service Level Agreements - with a target figure of ≤ 15% (percentage of SLA breaches compared with the total number of customer installations)

### Progress and measures

For ATOSS, the realization of a security strategy means guaranteeing the security of data critical to the business and important information resources. For this reason, various information security measures were implemented in the whole company in the 2025 financial year. Since 2022, there has also been an Information Security Management System (ISMS) in place that once again passed its audit in 2025 in accordance with the requirements of the international security standard ISO/IEC27001:2022. Besides the regular, structured survey of relevant processes, the Information Security Management System (ISMS) includes procedures for observing statutory requirements on information security, the systematic registration of risks and for deriving and monitoring associated mitigation measures for the ATOSS Cloud Operation Services (COS) Department.

The availability target for cloud services in 2025 was achieved with an overall figure of 10 percent.

## Protection of customer data

### Procedures, guidelines and future initiatives

The protection of personal data is defined as a fundamental right in Article 8 of the European Union's (EU) Charter of Fundamental Rights; according to the EU General Data Protection Regulation (GDPR), it also forms part of EU data protection laws. ATOSS pays attention to the protection of personal data and implements measures for this purpose. In the area of data protection, customers' perspectives are given corresponding weight and woven into the measures implemented by means of various established dialog formats such as customer satisfaction surveys, customer days or hotline conversations.

This includes handling personal information in accordance with statutory regulations, protecting such information against unauthorized access and giving data subjects the opportunity to take advantage of their rights prescribed in law. Potential data protection breaches are investigated immediately by the Data Protection department which sets a defined emergency plan in train in accordance with current regulatory requirements including a report sent to the supervisory authorities, communication with data subjects, measures to limit the damage and documentation of the incident. Data subjects have various options for establishing contact with ATOSS, including via the email mailboxes set up for this purpose which are publicly accessible on the homepage. Breaches of data protection requirements can also be reported by employees anonymously and with no fear of reprisals via the ATOSS whistleblower hotline.

In addition to the ATOSS Code of Conduct, the protection of all customer data in the company is governed by a data protection guideline. In drawing up this guideline, the concerns of our customers as a stakeholder group were given due consideration. The data protection guideline defines the underlying conditions at ATOSS from the perspective of data protection legislation on the basis of the General Data Protection Regulation (GDPR) in force in the EU, thereby creating an orientation framework for compliant conduct. It addresses the following aspects among others: data processing principles and procedures, defining the purpose of collecting, processing and using personal data, the deployment of remote maintenance systems, the procedure for transmitting test data for the secure handling of personal customer data, company data protection officers, information on implementing the data protection guideline. The Management Board is responsible for implementing the data protection guideline which applies to all employees in the ATOSS Group. The guideline is monitored, in particular by managers and the Compliance and Data Protection departments, in the course of standard processes. Customer data protection is backed up by a Group-wide data protection management IT system that in particular addresses the implementation of documentation and accountability obligations under the GDPR. A data protection officer who undergoes regular training in the latest legislation, case law and customary implementation of data protection, advises every division in the Group on these matters. All employees are instructed to report any breaches of data protection regulations or internal company guidelines. Every tip-off alleging a potential breach of data protection regulations is taken seriously and investigated in accordance with internal guidelines.

**Progress and measures**
In 2025, ATOSS once again conducted measures to ensure the protection of personal data. By prioritizing these topics and issues, the Group is able to guarantee a high level of data protection at all times.

## Corporate governance

**Corporate culture and compliance**

**Procedures, guidelines and future initiatives**
The decisions and activities of ATOSS are marked by a culture of values defined by the Management Board and the systematic observance of statutory regulations and internal guidelines. ATOSS aspires to be a role model on the basis of honest, upright conduct, respectful collaboration and credibility in its relationships with employees, business partners and shareholders. This aspiration is built on the standards of behavior that apply throughout the Group, are defined by the Group in its Code of Conduct and which the Management Board is responsible for implementing. The Code of Conduct provides binding orientation for all employees, senior executives and management bodies. See "Company workforce" for further information in respect of the ATOSS Code of Conduct.

The ATOSS Code of Conduct is currently available in two languages and it covers the following subject areas, among others:

- **ATOSS basic values:**
  - **Credibility:** The Group discharges its assignments with authenticity, a sense of responsibility and commitment.
  - **Revolutionizing:** ATOSS acts flexibly, constantly generating new opportunities for the working environment of tomorrow.
  - **Reliability:** Stakeholders can rely on the expertise, continuity and quality of ATOSS' services.
  - **Fairness:** ATOSS plays by the principle of win-win. Clarity and mutual respect are the cornerstones of the ATOSS value culture.
  - **Pleasure in success:** ATOSS employees are part of a team, achieve their targets with enthusiasm and take pleasure in their joint success

- **Fair competition and antitrust law:** ATOSS subscribes unreservedly to competition by fair means and strict observance of antitrust law.
- **Compliance and anti-corruption:** All ATOSS employees must respect all the laws and regulations relevant to their working environment as well as internal instructions and guidelines. ATOSS will not tolerate any form of corruption, bribery, venality or other unlawful inducements. Respect for human rights, children's rights and labor rights is non-negotiable and unconditional, encompassing observance of the United Nations' charter on human rights and children's rights as well as the recognized standards of the International Labor Organization (ILO).

In 2025, ATOSS again implemented various mechanisms to help its employees meet the requirements of the ATOSS Code of Conduct. They include online training sessions on the Group's learning management system which all employees including members of the Management Board must take every year. These sessions focus on the subjects, topics and issues of occupational health and safety, data protection and information security. This training has been supplemented by obligatory, annual participation in an e-learning seminar on the ATOSS Code of Conduct. All seminars form an integral part of the onboarding process and they impart an understanding of the ATOSS value culture as well as the guidelines and work instructions in place which are also easily accessible to all employees online.

ATOSS has a compliance management system in place in order to ensure that conduct throughout the Group is characterized by integrity and compliance with the law. This system represents an integrated approach to reducing risks and ensuring that rules are complied with in the company. In this process, responsibility for implementing and monitoring the compliance program lies with the Compliance Committee. This committee tests and evaluates compliance issues and concerns, ensuring that employees comply with the law, internal rules and procedures are followed and conduct lives up to the ATOSS Code of Conduct.

The main duties and tasks of the Compliance Committee comprise the following:

1. making all ATOSS employees aware of the subject of compliance and providing them with training
2. implementing compliance regulations
3. informing the Management Board and the Supervisory Board on compliance issues
4. advising managers and employees on questions regarding the Code of Conduct
5. regularly updating the Code of Conduct and all further compliance rules to adapt them to the current legal position
6. reporting regularly to the Management Board and Supervisory Board as part of the half-yearly risk and compliance management surveys.

As part of its compliance management systems, ATOSS offers all employees across the Group the chance to report breaches of the Code of Conduct and/or guidelines implemented in the company anonymously and without fear of repercussions by way of the whistleblower hotline. Employees are informed accordingly as part of the annual, mandatory Code of Conduct training. Thanks to ATOSS' target of achieving a 100% penetration rate with respect to the training, all employees are informed of this option. The Code of Conduct itself guarantees them anonymity when reporting incidents. All reports received via the whistleblower hotline are investigated promptly, independently and objectively by members of the Compliance Committee which responds appropriately to justified concerns. In the process, ATOSS aligns its approach strictly with the requirements of the EU Whistleblower Directive and the German Whistleblower Act. All reports also form part of the half-yearly reporting to the Management Board and Supervisory Board as part of the risk and compliance management surveys.

Besides internal guidelines such as the Code of Conduct, external guidelines also govern the actions of the company. For example, ATOSS uses the recommendations of the German Corporate Governance Code for good, responsible corporate governance as a guide. The code aims to make the German corporate governance system transparent and clear in order to thereby boost the confidence of investors, customers, employees and the public in the management and supervision of listed companies. Deviations from the recommendations and specifications of the German Corporate Governance Code are communicated in the declaration of conformity submitted annually by the Management Board and Supervisory Board; this declaration is available on the company's homepage.

A responsible approach to risks within the company also forms part of prudent management and good corporate governance. For this purpose, ATOSS has an internal control and risk management system in place which is used to analyze and control the Group's risk position. The risk management system serves to identify and assess developments that may entail considerable disadvantages and to avoid risks that might jeopardize the future of the Group as a going concern (early warning system for risks). The Group uses risk principles defined in a risk manual together with a fixed risk management process as the basis for handling risks in an expedient and sensible manner. The details are included in Section 3.1 of the company-wide risk management and control system in the combined Management Report.

**Targets**

In the area of Compliance, ethical conduct and competitive behavior, ATOSS set itself targets for the first time in 2022 and it will keep to these targets unchanged in 2026. The relevant target is as follows:

- to complete compliance training with a 100% participation rate

**Progress and measures**

Compulsory online compliance training on the subjects of occupational health and safety, health protection, data protection, information security and the Code of Conduct was conducted in the 2025 financial year, which can reinforce awareness of compliance and security among employees in the Group. Above all, the online training on the subject of the Code of Conduct represents an important tool for raising awareness among employees of the need to systematically observe statutory regulations and internal company guidelines. All employees are obligated to attend this training once a year. In particular, it includes the subjects of equal rights, inclusion and non-discrimination. The training measures implemented will also be continued in this form going forward.

In the area of the value culture and compliance, the ATOSS Group publishes the following key indicators:

| | 2025 | 2024 |
|---|---|---|
| Whistleblower reports (number) | 0 | 0 |
| Proportion of employees taking part in the compliance training (%) | 100% | 97% |
| of whom male | 100% | 99% |
| of whom female | 100% | 94% |

**§ Accounting policies**

**Whistleblower reports:** The only cases to be reported are ones completed in the course of the financial year and which were reported to the Compliance Committee as partially or fully justified. All reports are processed in line with the specifications agreed with the Management Board and Supervisory Board for the processing of whistleblower reports. The chair of the Supervisory Board is informed immediately of any reports concerning members of the Management Board.

**Compliance training:** The compliance training on the Code of Conduct comprises the following subject areas: corporate culture, occupational health and safety, data protection, information security, insider trading, company property, conflicts of interest, anti-corruption, competition law, prevention of money laundering and terrorism, export controls, human rights, environmental protection, conduct in an emergency. The minimum training time is 5 minutes.





# Assurance Report of the Independent German Public Auditor on a Limited Assurance Engagement in Relation to a Separate Non-Financial Group Report

To ATOSS Software SE, Munich

**Assurance Conclusion**

We have conducted a limited assurance engagement on the separate non-financial group report of ATOSS Software SE, Munich, (hereinafter the „Company") to comply with §§ [Articles] 315b to 315c HGB [Handelsgesetzbuch: German Commercial Code] including the disclosures contained in this separate non-financial group report to fulfil the requirements of Article 8 of Regulation (EU) 2020/852 (hereinafter the „Non-Financial Group Reporting") for the financial year from 1 January to 31 December 2025.

Not subject to our assurance engagement were the external sources of documentation or expert opinions mentioned in the Non-Financial Group Reporting, which are marked as unassured.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the accompanying Non-Financial Group Reporting for the financial year from 1 January to 31 December 2025 is not prepared, in all material respects, in accordance with § 315c in conjunction with §§ 289c to 289e HGB and the requirements of Article 8 of Regulation (EU) 2020/852 as well as with the supplementary criteria presented by the executive directors of the Company.

We do not express an assurance conclusion on the external sources of documentation or expert opinions mentioned in the Non-Financial Group Reporting, which are marked as unassured.

**Basis for the Assurance Conclusion**

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB).

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under ISAE 3000 (Revised) are further described in the "German Public Auditor's Responsibilities for the Assurance Engagement on the Non-Financial Group Reporting" section.

We are independent of the Company in accordance with the requirements of European law and German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. Our audit firm has complied with the quality management system requirements of the IDW Standard on Quality Management: Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)) issued by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW). We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusion.

**Responsibility of the Executive Directors and the Supervisory Board for the Non-Financial Group Reporting**
The executive directors are responsible for the preparation of the Non-Financial Group Reporting in accordance with the relevant German legal and European regulations as well as with the supplementary criteria presented by the executive directors of the Company. They are also responsible for the design, implementation and maintenance of such internal controls that they have considered necessary to enable the preparation of a Non-Financial Group Reporting in accordance with these regulations that is free from material misstatement, whether due to fraud (i.e., manipulation of the Non-Financial Group Reporting) or error.

This responsibility of the executive directors includes selecting and applying appropriate reporting policies for preparing the Non-Financial Group Reporting, as well as making assumptions and estimates and ascertaining forward-looking information for individual sustainability-related disclosures.

The supervisory board is responsible for overseeing the process for the preparation of the Non-Financial Group Reporting.

**Inherent Limitations in the Preparation of the Non-Financial Group Reporting**
The relevant German statutory legal and European regulations contain wording and terms that are still subject to considerable interpretation uncertainties and for which no authoritative, comprehensive interpretations have yet been published. As such wording and terms may be interpreted differently by regulators or courts, the legal conformity of measurements or evaluations of sustainability matters based on these interpretations is uncertain.

These inherent limitations also affect the assurance engagement on the Non-Financial Group Reporting.

**German Public Auditor's Responsibilities for the Assurance Engagement on the Non-Financial Group Reporting**
Our objective is to express a limited assurance conclusion, based on the assurance engagement we have conducted, on whether any matters have come to our attention that cause us to believe that the Non-Financial Group Reporting has not been prepared, in all material respects, in accordance with the relevant German legal and European regulations as well as with the supplementary criteria pre-sented by the executive directors of the Company, and to issue an assurance report that includes our assurance conclusion on the Non-Financial Group Reporting.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), we exercise pro-fessional judgment and maintain professional skepticism. We also:

- obtain an understanding of the process to prepare the Non-Financial Group Reporting.
- identify disclosures where a material misstatement due to fraud or error is likely to arise, design and perform procedures to address these disclosures and obtain limited assurance to support the assurance conclusion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misleading representations, or the override of internal controls.
- consider the forward-looking information, including the appropriateness of the underlying assumptions. There is a substantial unavoidable risk that future events will differ materially from the forward-looking information.

**Summary of the Procedures Performed by the German Public Auditor**
A limited assurance engagement involves the performance of procedures to obtain evidence about the sustainability information. The nature, timing and extent of the selected procedures are subject to our professional judgement.

In conducting our limited assurance engagement, we have, amongst other things:

- evaluated the suitability of the criteria as a whole presented by the executive directors in the Non-Financial Group Reporting.
- inquired of the executive directors and relevant employees involved in the preparation of the Non-Financial Group Reporting about the preparation process, and about the internal controls relating to this process.
- evaluated the reporting policies used by the executive directors to prepare the Non-Financial Group Reporting.
- evaluated the reasonableness of the estimates and the related disclosures provided by the executive directors.
- performed analytical procedures and made inquiries in relation to selected information in the Non-Financial Group Reporting.
- performed site visits.
- considered the presentation of the information in the Non-Financial Group Reporting.
- considered the process for identifying taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Non-Financial Group Reporting.

**Restriction of Use**
We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the report is intended solely to inform the Company about the result of the assurance engagement. Accordingly, the report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is solely towards the Company. We do not accept any re-sponsibility, duty of care or liability towards third parties.

Munich, 27 February 2026

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

sgd. Petra Hälsig
Wirtschaftsprüfer
[German public auditor]

sgd. ppa. Reinhard Anzenberger
Wirtschaftsprüfer
[German public auditor]

# Financial Report

Profitable, sustainable growth, a high degree of planability, and strong financial resources form a sound foundation for sustainably successful, value-driven business development.

# Contents

# Letter to Shareholders



## Dear Shareholders,
## Dear Customers and Business Partners,
## Members of staff,

ATOSS Software SE is rigorously maintaining its success story, achieving a further milestone in the 2025 financial year. For the 20th time in succession, we have succeeded in topping the high records for sales and earnings of previous years. The company has thereby maintained or expanded its strategic, expansionary path on a high level, regardless of the continuing weakness of the economic environment. This means that ATOSS is setting the bar for continuity, profitability and long-term, sustainable corporate growth.

**Workforce management as a strategic tool in the digital transformation**
Companies are increasingly finding themselves facing uncertain economic and political forecasts as well as sharply fluctuating customer requirements. In view of this upheaval in the world of work, companies must set themselves up to be agile, design their organizational and personnel structures to be flexible and deploy technology-based solutions to enable them to respond to changes quickly and effectively. Modern workforce management solutions play a key role in the process. They facilitate proactive deployment planning, improve the transparency around working hours and availabilities and support companies in complying with statutory requirements as well as sustainably enhancing the productivity of their employees.

The advance of digitalization further strengthens this transformation as it is changing not just work processes but also employees' and management's expectations with respect to flexibility, transparency and self-determination. Future-proof workforce management therefore combines working time recording, personnel deployment and demand scheduling as well as capacity and productivity management, and systematically integrates these tasks with the digital world. In addition, new technologies – particularly the rapid growth of Artificial Intelligence (AI) – are opening up completely new opportunities for creating genuine value added for companies, employees and society in this dynamic transformation. However, the key value proposition for our customers in this process is not "AI or software" but the intelligent orchestration of end-to-end processes with integrated AI services. The success of ATOSS' corporate strategy and product strategy lies precisely in successful alignment with this value proposition.

**Leading technology and innovation**

Continuous innovation, the latest technologies and a relentless focus on sustainable customer benefit have been a top priority at ATOSS since its inception and they form an important part of our strategy. At the same time, they form the basis for our outstanding market position and offer a genuine competitive advantage. We have the right solution for every requirement scenario, every sector and every company size. This aspiration is only possible given continuous investments in research and development. In 2025 alone, for example, over 15 percent of our revenues went to the Innovation & Product Development department. Thanks to this disproportionately high R&D investment, ATOSS once again reported one of the highest investments in innovation and research among European companies in the European Commission's EU Industrial R&D Investment Scoreboard in 2025. In 2025, ATOSS ranked 37th among software manufacturers and 1st in the workforce management sphere. Clear evidence that we are setting the innovation standard in our market segment. In addition, ATOSS was voted 4th last year for the most innovative German SMEs among 4,000 companies by the WirtschaftsWoche trade magazine. We perceive these awards as confirmation and at the same time as an incentive to systematically maintain the high level of our technology investments going forward. For example, through the use of Artificial Intelligence (AI) to further boost the efficiency, productivity and user-friendliness of our digital solutions. Following on from intensive dialogs with industry experts, our AI strategy in the reporting year focused on converting its existing forecasting services to AI-supported solutions and the launch of Workforce Intelligence. As part of the next step, this will be followed by the introduction of numerous AI agents for all ATOSS solutions from Enterprise to Micro Businesses by 2028, in line with our AI roadmap. At the heart of this development is the orchestration of highly integrated system architecture, respecting relevant regulatory, compliance and collective bargaining arrangements as well as dovetailing closely with our customers' end-to-end processes. This goes hand in hand with the optimal use of existing data history and data logic specific to the organization in question. This strategy will be based on our in-depth workforce management expertise, the successful integration of our solutions with our customers' individual business processes and the reliable application and use of the necessary data.

**25 years of ATOSS on the German stock exchange**

ATOSS Software SE celebrated its 25th anniversary of stock exchange listing in March 2025 – a significant milestone in ATOSS' corporate history. The company went public on March 21, 2000 at a placement price of EUR 7.50 on the Frankfurt stock exchange. Since then, we have successfully navigated numerous challenges such as the dotcom bubble, the financial crisis and the Covid epidemic, passing significant milestones in the company's growth along the way. Many software and technology stocks which went public around the turn of the millennium have in the meantime disappeared from the trading floor. The expectations of investors or the business models of numerous companies floated at this time were too speculative, too little aligned with actual market requirements and too closely tied to unrealistic hopes for the future. Only around a quarter of the 142 initial public offerings in 2000 are still to be found on exchanges. Consequently, this 25th stock exchange anniversary not only underlines the company's entrepreneurial continuity but also the confidence that customers, staff and investors have shown in the company since its inception 38 years ago.



**Outlook for 2026**

ATOSS is and remains a company that combines growth with a high level of stability and profitability. This is evidenced not least by new sales and earnings records and strong growth in the Cloud & Subscriptions division. At the same time, advancing digitalization of business worldwide is opening up new opportunities for growth and investment for the Group. Thanks to its technologically advanced range of solutions combined with a very sound financial base, ATOSS is in a position to exploit these opportunities to a lasting effect going forward.

Against this backdrop, the Group is budgeting sales revenues of around EUR 215 million for the 2026 financial year in connection with an EBIT margin of at least 32 percent.

**Our thanks to staff, business partners and shareholders**

Our sincere thanks go to our over 850 employees around the world who have helped to make the 2025 financial year so successful through their exceptional dedication, their high level of expertise and their tremendous personal commitment.

We would also like to thank the Supervisory Board for its consistently constructive support and excellent collaboration in the past year.

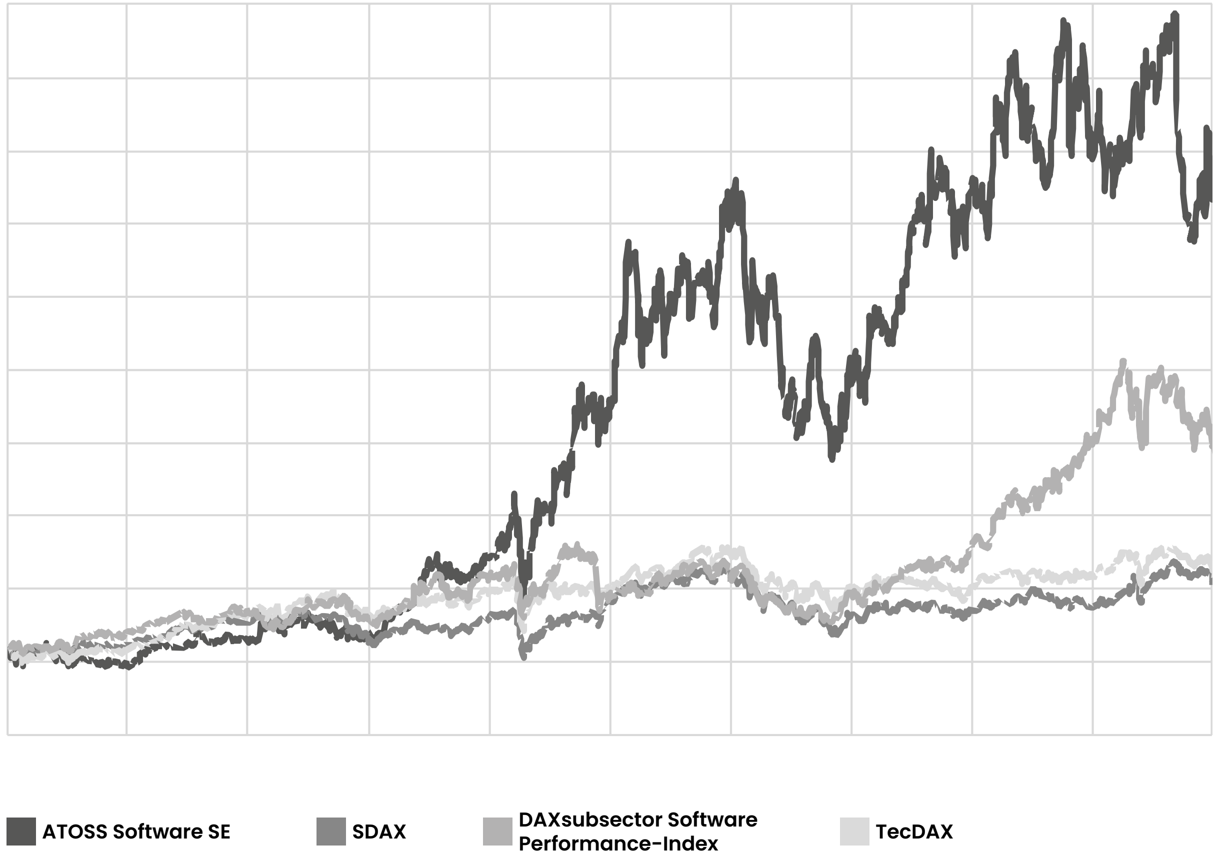
And we thank you, our esteemed shareholders, for your trust and loyalty. We will continue to keep you regularly updated on further developments and our progress.

With best regards,
Yours

**Andreas Obereder**
CEO and Founder

# Investor Relations

## Share price movements 01/2016 – 12/2025




## Strong stock markets in spite of global uncertainty

The 2025 financial year was marked by high volatility on the international capital markets while at the same time share prices overall recorded positive growth. Geopolitical uncertainties, especially the trade policy of the US government, coupled with a monetary policy environment that remained restrictive with regional divergences, led to at times hefty market movements over the course of the year. Support came from strong corporate profits, particularly in the technology sector, as well as the advancing use of Artificial Intelligence (AI) as a structural driver of growth.

Overall, the stock markets showed positive developments. The leading German index, DAX, closed the 2025 trading year with gains of around 23 percent at around 24,490 points - notwithstanding weak economic growth in Germany - and posted one of the strongest years since 2019. On a European level, the leading EURO STOXX 50 index gained around 19 percent, carried predominantly by industrial, financial and select technology stocks while cyclical sectors came under pressure at times.

The US stock markets also maintained their positive trend. The S&P 500 (share index comprising the shares of the 500 largest listed US companies) recorded a total return of around 18 percent in 2025, thereby posting double-digit growth for the third year in succession. This was principally due to rising company profits, falling finance costs due to several interest rate cuts by the US Central Bank in the second half of 2025 as well as the consistently strong market position of large technology and communications companies.

Overall, the 2025 capital market year confirmed the major importance of global diversification and structural growth trends. At the same time, the market environment remained challenging as a result of political interventions, interest rate risks and geopolitical tensions which was reflected primarily in increased fluctuations across all asset classes.

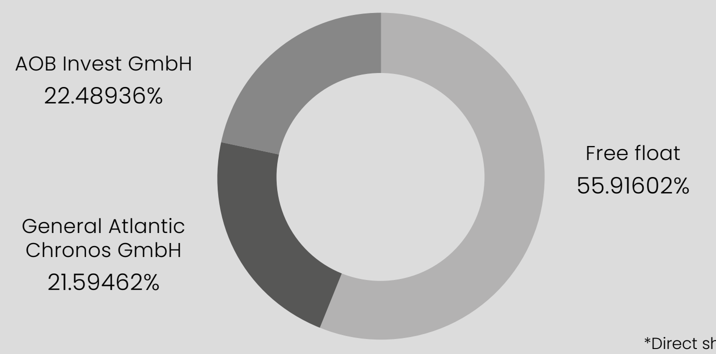
### Performance of the ATOSS share price

The performance of the ATOSS Software SE share price serves as an example for the trends and challenges that marked the 2025 capital market year overall. While international stock markets were impacted by high volatility and intermittent highs and lows, the ATOSS stock was also subject to sharp fluctuations in the 2025 financial year. After getting off to a successful start to the year, the stock reached a new all-time high in July 2025 at EUR 144.60 (XETRA) before a sector-wide revaluation of software shares and growth stocks as well as a more demanding market environment overall led to a marked correction. In spite of these challenges, ATOSS continued to report profitability and growth on an operational level which helped to stabilize the stock in the second half of the year.

ATOSS Software SE delivered extremely pleasing valuation growth for its shareholders in its 25th year of trading, particularly from a long-term perspective. ATOSS went public on the Frankfurt Stock Exchange on 03/21/2000 with a placement price of EUR 7.50. Since then, ATOSS has successfully navigated numerous challenges such as the dotcom bubble, the financial crisis and the Covid epidemic, passing significant milestones in the company's growth along the way. Overall, the ATOSS stock recorded gains of 1,439 percent* in the period from 03/21/2000 to 12/30/2025. Over the same period, the SDAX only grew by +410 percent; the TecDax even fell by 58 percent over this period. This means that ATOSS significantly outperformed both indices even in a long-term multi-year comparison, and has recorded exceptional growth since 2000.

*XETRA closing price on 12/30/2025 (EUR 115.40) by comparison with the placement price (EUR 7.50)

## Shareholder structure*




*Direct shareholdings as of 12/31/2025

Following additional purchases in the 2025 financial year, the shareholder, Andreas Obereder of Grünwald, Germany, holds a total of 3,577,219 shares in ATOSS Software SE via AOB Invest GmbH, Grünwald, Germany in which he owns 100 percent of the shares. This equates to a 22.48936 share of the company's share capital. The total number of shares comprises 142,312 shares which were acquired in the period specified. As of 12/31/2025, General Atlantic Chronos GmbH in Munich, Germany, holds a 21.59462 interest in ATOSS Software SE.

Among the shares in free float, in accordance with voting rights notices available on 12/31/2025, no institutional investor held an interest in excess of 3 percent in ATOSS Software SE.

## Capital market-oriented figures

(in EUR, unless otherwise specified)

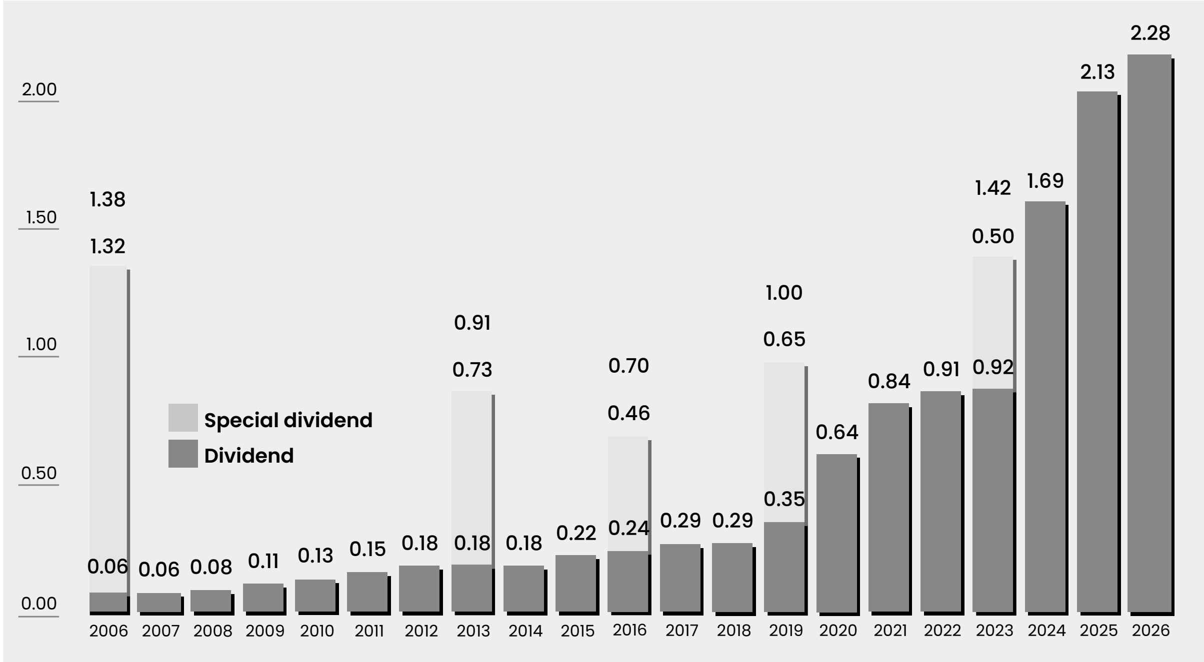
| | 2025 | 2024 |
|---|---|---|
| Market price at the financial year-end | 115.4 | 114.20 |
| Number of shares as of 12/31 | 15,906,272 | 15,906,272 |
| Market capitalization in EUR millions as of 12/31 | 1,836 | 1,816 |
| Earnings per share in EUR | 3.04 | 2.86 |

Based on the results for 2025, the average price/earnings ratio amounted to 39 with liquidity of EUR 7.75 per share at year-end.

## Dividend policy and dividend

In 2003 ATOSS published the principles of its long-term dividend policy. As in the case of the company's communications with the capital markets, one of the essential goals of this dividend policy was to offer a maximum of dependability. With dividends consistently rising over many years, ATOSS has remained faithful to its principles, offering its shareholders an excellent and reliable return in addition to significant increases in the share price. In addition, financial years 2006, 2013, 2016, 2019 and 2023 were capped off with attractive special dividends. In January 2020, the Management Board decided to raise the company's previous distribution ratio from 50 to 75 percent of consolidated earnings per share on a permanent basis. This policy follows the principle of dividend continuity according to which this year's dividend should not fall below that of the previous year and should be increased if this is possible with a distribution ratio of 75 percent with respect to consolidated earnings per share.

ATOSS Software SE set a new high in financial year 2025, with earnings per share of EUR 3.04. In line with its proposed appropriation of net income, the Management Board has submitted a proposal to the Supervisory Board for a standard dividend of EUR 2.28 per share, maintaining its dividend policy. A decision on the appropriation of earnings recommended by the Management and Supervisory Boards will be taken at the Annual General Meeting on 04/30/2026. If the Annual General Meeting approves the proposal, the dividend return on the basis of the closing price on 12/30/2025 of EUR 115.4 (XETRA) would stand at 2.0 percent.




*For greater comparability, the figures for 2006-2024 were adjusted following the capital increase from company funds and the issuance of new shares carried out in 2024

## Analysts praise strong business growth and resilience

Business performance and dividend policy confirm earlier analysts' assessments of the ATOSS stock. The substantial growth in sales, maintained now over many years, coupled with the stability of earnings and the dividend yield underscore the sustained value as well as the outlook for our stock.

In the opinion of analysts, ATOSS occupies a strong position in an attractive market. In particular, the high proportion of recurring revenues offers predictability and stability in its operating business. The need to deploy staff with maximum profitability is a constant challenge for companies in Germany and abroad, so much so that the workforce management solutions offered by ATOSS are in demand regardless of the vagaries of the economy, and the company's growth potential is still far from exhausted.

The number of analysts regularly assessing ATOSS' performance increased further in the reporting year. They include analysts from Deutsche Bank, Berenberg, Warburg, Metzler, Stifel and further renowned research companies. In view of the strong growth potential and the resilience of the software group from Munich, analysts rated the stock with an average price target of EUR 135.00 following publication of the financial statements for the 2025 financial year.

The complete analyses by Warburg Research and Hauck Aufhäuser Lampe are available on the Internet at https://www.atoss.com/en/company/investor-relations/stock.

# Supervisory Board Report on financial year 2025

## Dear Shareholders,

ATOSS Software SE reported another highly successful financial year in 2025. The consistent, sustained growth trajectory was maintained for the twentieth time in succession in 2025. We have overseen the measures taken and fulfilled all of the tasks incumbent upon us in accordance with the law, the company's articles of association as well as the German Corporate Governance Code and our own rules of procedure. The Board was also integrated into all decisions of a fundamental nature. The Management Board has kept us regularly, fully and promptly informed, verbally and in writing, of all material aspects of the development in business. In particular, this included the current earnings situation, risks and risk management. At no time did we have cause for complaint regarding either the due and proper nature or economic efficiency of the company management.

Decisions made by the Supervisory Board were reached on the basis of extensive reports and proposals by the Management Board. In addition, the Supervisory Board was kept informed, even outside of meetings, of projects and events of material importance or urgency. The Board resolved upon those matters required of it in accordance with the law and the company's articles of association. The Chairman of the Supervisory Board was also in regular contact with the Management Board, with the result that any events of exceptional importance for ATOSS Software SE could be discussed without delay.

In financial year 2025 there were no conflicts of interest on the part of Management or Supervisory Board members which required immediate disclosure to the Supervisory Board.

**Supervisory Board committees**
ATOSS Software SE set up an audit committee in 2021 which was composed of the following members in financial year 2025: Klaus Bauer (Chairman of the Audit Committee), Moritz Zimmermann, Rolf Baron Vielhauer von Hohenhau and Christian Osterland. The Board refrained from forming further committees as recommended by the German Corporate Governance Code as it is of the view that with a Board consisting of four members, the efficiency of its work will not be increased by forming further committees.

The Chairman of the Audit Committee consulted regularly with the auditor on the progress of the audit and reported on his discussions to the committee. The Audit Committee also consulted regularly with the auditor without the Chairman.

In the following report, the Supervisory Board and its audit committee provide information on the advisory focus of their work.

**Supervisory Board meetings and resolutions in 2025**
In the reporting year, the Supervisory Board met for four regular meetings (of which three were held as a physical event and one as a video/telephone conference) and three extraordinary meetings (all held by video/telephone conference). The meetings were attended by all members of the Supervisory Board. The Audit Committee held four regular meetings in the 2025 financial year (three as physical meetings and one as a video/telephone conference) which were attended by all members of the Supervisory Board's Audit Committee.

**Principal subjects of discussion at the extraordinary Supervisory Board meeting on February 04, 2025**
The subject of the first extraordinary meeting of the Supervisory Board in 2025 was to consult on drafting a revision to the Management Board remuneration system as it was routinely due to be presented to the Annual General Meeting for approval.

**Principal subjects of discussion at the meeting of the Supervisory Board's audit committee on February 24, 2025**
The first meeting of the Audit Committee in 2025 focused on presentation of the provisional results of the audit of the 2024 financial year by the auditors PricewaterhouseCoopers GmbH, Wirtschaftsprüfungsgesellschaft, Munich. The auditors reported on the main results of their audit and answered all questions posed by the Board. In this context, the Audit Committee concerned itself with a preliminary assessment and preparation of the Supervisory Board's decision, particularly with regard to the annual financial statements and consolidated financial statements including the combined management report, the Group sustainability report and the remuneration report. Internal consultations followed with the auditors within the Audit Committee. This was followed by the Audit Committee's assessment of the quality of the audit, a preliminary draft of a recommended resolution to be proposed by the Supervisory Board to the Annual General Meeting for the election of the auditor of the financial statements and the auditor of the sustainability report including an examination of the auditor's independence as well as advance approval of non-audit services to be provided by the auditor.

**Principal subjects of discussion at the Supervisory Board meeting on February 27, 2025**
At its first regular meeting in the reporting period, the Supervisory Board received the annual financial statements, consolidated financial statements and the combined management report for financial year 2024 from the Management Board for examination in good time prior to its accounts meeting after a preliminary review by the Audit Committee. These documents were examined by members of the Supervisory Board and addressed in full detail at the accounts meeting in the presence of the auditors PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft.

The Supervisory Board followed the recommendations of the Audit Committee by agreeing the results of the audit and raising no objections. The accounts prepared by the Management Board having been approved, the annual financial statements were then adopted. The Supervisory Board likewise concurred with the proposal by the Management Board regarding the appropriation of retained earnings.

In accordance with the recommendation of the Audit Committee, the Supervisory Board verified pursuant to Secs 170, 171 AktG that the Group sustainability report for financial year 2024 included in the combined management report was properly prepared with respect to its legality, compliance and functionality, and subjected both the methods and procedures used by the Management Board and the data collection processes to critical review. The Group sustainability report included in the combined management report was subjected to a limited assurance engagement by the auditor (ISAE 3000 (Revised)). No situations came to light during the auditing procedures implemented or the audit certificate issued that would indicate that the Group sustainability report included in the combined management report was not prepared in compliance with the requirements of Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (Corporate Sustainability Reporting Directive, or CSRD), Secs 315c in conjunction with Secs 289c to 289e HGB, and Article 8 of the (EU) 2020/852 Regulation or with the specific criteria set out by the company's legal representatives in all material aspects. After the final result of this audit, there were no grounds for objections and on February 27, 2025, the Supervisory Board approved the Group sustainability report prepared by the Management Board.

The remuneration report to be jointly prepared by the Management and Supervisory Boards for financial year 2024 was also adopted. The Supervisory Board also adopted the modified remuneration system for members of the Management Board and approved the agenda for the ATOSS Software SE Annual General Meeting on April 30, 2025. Other key topics included the Management Board's report on the course of business and the presentation of developments in Sales.

**Principal subjects of discussion at the extraordinary Supervisory Board meeting on March 20, 2025**
In the second extraordinary Supervisory Board meeting, the Board approved the establishment of the new company ATOSS Software India Private Limited in Gurugram (India), which is owned by ATOSS Software SE, following the Management Board's corresponding resolution.

**Principal subjects of discussion at the Supervisory Board meeting on April 30, 2025**
The second regular meeting of the Supervisory Board took place following the 2025 Annual General Meeting in Munich. Present were: the Supervisory Board members Moritz Zimmermann, Rolf Baron Vielhauer von Hohenhau and Herr Klaus Bauer, newly elected at the Annual General Meeting; Christian Osterland, appointed to the Supervisory Board by the shareholder AOB Invest GmbH with effect from the close of the Annual General Meeting on April 30, 2025; and the Management Board. The Supervisory Board was reconstituted at this meeting, with Moritz Zimmermann elected as Supervisory Board Chairman. Rolf Baron Vielhauer von Hohenhau was elected as his deputy. Other items on the agenda at the second regular meeting of the Supervisory Board were the formation of an Audit Committee, including the election of its members and its chairman (Klaus Bauer), the Management Board's report on the course of business, risk management and the risk report for the second half of 2024, and the presentation of developments in Sales.

**Principal subjects of discussion at the meeting of the Supervisory Board's audit committee on April 30, 2025**
The second regular meeting of the Audit Committee was held following the regular meeting of the Supervisory Board. In this meeting, the committee was constituted and Klaus Bauer elected as its chairman. The Audit Committee meeting concluded with the appointment of Klaus Bauer, Moritz Zimmermann and Christian Osterland as Financial Experts responsible for accounting and auditing, with expertise in sustainability.

The Audit Committee determined that, in addition to the statutory minimum requirements, Rolf Baron Vielhauer von Hohenhau also has auditing expertise, meaning that all four members qualify as Financial Experts in accordance with Section 100(5) of the German Stock Corporation Act (AktG).

**Principal subjects of discussion at the extraordinary Supervisory Board meeting on July 25, 2025**
The third extraordinary Supervisory Board meeting focused on the extension of Pritim Kumar Krishnamoorthy's appointment as a member of the Management Board of ATOSS Software SE through June 30, 2030, as well as the conclusion of a corresponding new Management Board employment contract. In addition, Mr. Krishnamoorthy was granted a long-term incentive in the form of Restricted Stock Units for the five-year contract term, subject to staggered vesting and settlement in shares of ATOSS Software SE.

Similarly, the Supervisory Board approved the extension of Christof Leiber's appointment as a member of the Management Board of ATOSS Software SE through June 30, 2028, as well as the conclusion of a corresponding new Management Board employment contract. In addition, Mr. Leiber was granted a long-term incentive in the form of Restricted Stock Units for the three-year contract term, subject to staggered vesting and settlement in shares of ATOSS Software SE.

In addition, during this meeting, the targets for the variable remuneration components of Pritim Kumar Krishnamoorthy and Christof Leiber were established for financial year 2025.

The extraordinary Supervisory Board meeting concluded with the granting of approval for transactions during the closed period under Article 19(12a) of the EU Market Abuse Regulation (MAR) concerning share-based remuneration in the form of Restricted Stock Units (LTI-RSUs), which are granted to Management Board members under their contractual compensation arrangements.

**Principal subjects of discussion at the meeting of the Supervisory Board's audit committee on September 24, 2025**
The third regular meeting of the Audit Committee was held in advance of the Supervisory Board meeting on September 24, 2025. The Management Board first informed the Audit Committee of the current course of business. Further items on the agenda were risk management and the risk report for the first half of 2025, as well as a preview of the premises for the budget for the 2026 financial year.

**Principal subjects of discussion at the Supervisory Board meeting on September 24, 2025**
The main focus of the third regular meeting of the Supervisory Board was the Management Board's report on current developments in Sales and the current status and planned actions for cloud migration.

**Principal subjects of discussion at the meeting of the Supervisory Board's audit committee on December 03, 2025**
At the fourth regular meeting of the Audit Committee held in advance of the Supervisory Board meeting on December 03, 2025, the Audit Committee agreed the main focus of the audit of the annual financial statements and consolidated financial statements for 2024 by PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Munich. In addition, the audit committee was updated on the course of business by the Management Board.

**Principal subjects of discussion at the Supervisory Board meeting on December 03, 2025**

The fourth regular Supervisory Board meeting centered on the presentation and adoption of the Group budget for 2026, assessing the suitability of Management Board salaries, the regular issuance of the declaration of conformity with the German Corporate Governance Code (DCGK), the Management Board's report on developments in Sales, the current status and planned actions for cloud migration, and a presentation of the Product Innovation Roadmap for 2026–2028. In addition, the Supervisory Board attended to the resolution on the targets to be agreed for members of the Management Board for the 2026 financial year.

**Principal subjects of discussion at the meeting of the Supervisory Board's audit committee on February 26, 2026**

The first meeting of the Audit Committee in 2026 focused on presentation of the provisional results of the audit of the 2025 financial year by the auditors PricewaterhouseCoopers GmbH, Wirtschaftsprüfungsgesellschaft, Munich. The auditors reported on the main results of their audit and answered all questions posed by the Board. In this context, the Audit Committee concerned itself with a preliminary assessment and preparation of the Supervisory Board's decision, particularly with regard to the annual financial statements and consolidated financial statements including the combined management report, the Group sustainability report and the remuneration report. Internal consultations followed with the auditors within the Audit Committee. This was followed by an assessment of the quality of the audit of the financial statements by the Audit Committee, a preliminary draft of a recommendation for a resolution to be proposed by the Supervisory Board to the Annual General Meeting for the election of the auditor including an examination of the auditor's independence as well as advance approval of non-audit services to be provided by the auditor.

**Appointment of auditors and conduct of audit**

At the Annual General Meeting held on April 30, 2025, PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt am Main (Munich Branch) were elected to audit the annual financial statements and the consolidated financial statements for financial year 2025 for ATOSS Software SE. Prior to the election, the Supervisory Board satisfied itself as to the independence of the auditors. The Board was able to exclude any relationships between the company and the auditors. The audit assignment included a consideration of the early warning system for the detection of risk and the obligation to observe the auditing principles contained in the current German Corporate Governance Code.

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft have audited the annual financial statements and the consolidated financial statements of ATOSS Software SE as of December 31, 2025 as well as the combined management report for the company and the Group as of December 31, 2025 and issued unqualified audit opinions in each case on February 27, 2026.

**Accounts meeting of the Supervisory Board on March 06, 2026**

**Audit of the annual financial statements**

After a preliminary assessment by the Audit Committee, the Supervisory Board received the annual financial statements, consolidated financial statements and combined management report for financial year 2025 from the Management Board for examination in good time prior to the accounts meeting of the Supervisory Board These documents were examined by members of the Supervisory Board and addressed in full detail at the accounts meeting in the presence of the auditors PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft.

The Supervisory Board followed the recommendations of the Audit Committee by agreeing the results of the audit and raising no objections. The accounts prepared by the Management Board having been approved, the annual financial statements were then adopted. The Supervisory Board likewise concurred with the proposal by the Management Board regarding the appropriation of retained earnings.

In accordance with the recommendation of the Audit Committee, the Supervisory Board verified pursuant to Secs 170, 171 AktG that the Group sustainability report for financial year 2025 was properly prepared with respect to its legality, compliance and functionality, and subjected both the methods and procedures used by the Management Board and the data collection processes to critical review The Group sustainability report was subjected to a limited assurance engagement by the auditor. No circumstances came to light during the auditing procedures implemented or the audit certificate issued that would indicate that the Group sustainability report was not prepared in compliance with Secs 315c in conjunction with Secs 289c to 289e HGB in all material aspects. After the final result of this audit, there were no grounds for objections and on March 06, 2026, the Supervisory Board approved the Group sustainability report prepared by the Management Board.

The remuneration report to be jointly prepared by the Management and Supervisory Boards for financial year 2025 was also adopted.

The report by the Supervisory Board for financial year 2025 was also discussed and agreed and the agenda for the Annual General Meeting on April 30, 2026 was approved. Other key topics included the Management Board's report on the course of business and the presentation of developments in Sales.

The Management Board and the company's staff have once again delivered an outstanding result. The Supervisory Board would like to extend its thanks to the Management Board and all of the employees of ATOSS Software SE for their outstanding commitment and decisive contribution to the success of the past financial year, and signify its sincere appreciation and recognition of what is now 20 record years in succession.

Munich, March 2026

Moritz Zimmermann
Chairman of the Supervisory Board

**Members of the Supervisory Board, with a summary of other supervisory board positions held**

**Moritz Zimmermann**
**Chairman of the Supervisory Board**
Member of the Supervisory Board, Munich
Mr. Zimmermann did not hold any other supervisory or similar board positions in financial year 2025.

**Rolf Baron Vielhauer von Hohenhau**
**Deputy Chairman of the Supervisory Board**
President of the Bund der Steuerzahler in Bayern e.V., Munich.
Baron Vielhauer von Hohenhau holds the following other supervisory and administrative board positions:

- Europäischer Wirtschaftssenat e.V., Munich (Supervisory Board Chairman)

**Klaus Bauer**
**Member of the Supervisory Board and Chairman of the Audit Committee**
Supervisory Board member, Nuremberg
Mr. Bauer did not hold any other supervisory or similar board positions in financial year 2025.

**Christian Osterland**
**Member of the Supervisory Board**
Supervisory and Advisory Board member, Munich
Mr. Osterland holds the following other supervisory or similar board positions:

- NCG – NUCOM GROUP SE, Unterföhring (member of the Supervisory Board) until May 15, 2025
- Staffbase SE, Chemnitz (member of the Supervisory Board)
- SMG Swiss Marketplace Group AG, Zurich, Switzerland (member of the Management Board) until September 19, 2025

# Group Management Report

**Combined Management Report for the 2025 Financial Year**
**ATOSS Software SE, Munich**







## About this report

This report combines the group management report of ATOSS Software SE, consisting of ATOSS Software SE and its consolidated subsidiaries, as well as the management report of ATOSS Software SE for the 2025 financial year.

The consolidated financial statements prepared by ATOSS Software SE as of December 31, 2025 meet the International Financial Reporting Standards (IFRS) as they are to be applied in the European Union (EU) as of December 31, 2025 as well as the German commercial regulations in conjunction with German accounting standards.

## 1. Group basics

### 1.1. Company

ATOSS Software SE and its subsidiaries are providers of technology and consulting solutions for professional workforce management and demand optimized personnel deployment. From conventional working time management to mobile apps, detailed workforce forecasting, sophisticated workforce scheduling or strategic capacity and demand scheduling, ATOSS offers its customers various solutions – in-the-cloud or on-premises.

Headquartered in Munich, the company also has offices in Berlin, Frankfurt, Hamburg, Meerbusch, Mettingen, Stuttgart, Brussels (Belgium), Paris (France), Stockholm (Sweden) and Utrecht (Netherlands), as well as its subsidiaries ATOSS CSD Software GmbH in Cham, ATOSS Software Ges. m.b.H. in Vienna (Austria), ATOSS Software AG in Zurich (Switzerland), ATOSS Software S.R.L. in Timisoara (Romania) with its facility in Sibiu (Romania), ATOSS Aloud GmbH in Munich, and ATOSS Software India Private Limited in Gurugram (India).

Die ATOSS Software SE is listed on the Prime Standard of the Frankfurt Stock Exchange and included in the SDAX and TecDAX indices.

### 1.2. Positioning of the ATOSS Group

The market ATOSS addresses is comprised on the one hand of extensive numbers of small and medium-sized enterprises (the SME market) with up to 500 employees, and on the other of the premium market represented by the high-end small companies, and major, large-scale companies. The competitive pressure is greater in the case of applications which make no more than modest demands on personnel resource planning systems than for complex solutions which demand a high degree of integration between time and attendance management and workforce scheduling. The technological platform on which ATOSS products are based, consulting skills which in management's opinion offer expert advice, and the reliable, successful management of ATOSS, that has long been demonstrated, are all appropriate decision-making criteria.

One of the defining features of the competitive environment in which the company operates is a high degree of vendor fragmentation. In this environment, the company has successfully established itself as a provider of time management and workforce management software systems and, according to its own statements, has been able to steadily increase its market share in the retail, healthcare, manufacturing and logistics sectors in particular since its inception. However, ATOSS also offers solutions for all sectors, in both the SME and premium market segments.

ATOSS has positioned itself as a specialist in its core fields of time and attendance management and workforce management, offering a comprehensive range of integrated solutions that meet the high functional and technological demands of its customers. And with the availability of interfaces with solutions from complementary providers, we can appropriately address the needs of customers of every size and in every industry. In management's estimation, ATOSS is very successful in every customer segment it addresses. The company can also offer supremely competent consultancy services through qualified employees with the guarantee that its customers will benefit from improved efficiency and enhanced productivity. And ultimately, as a financially independent partner with a committed long-term outlook, ATOSS solutions offer high investment security.

When it comes to deciding upon a long-term partnership, ATOSS' impression is that major, large-scale customers in particular are increasingly focusing on independent companies with a sound financial foundation. A strong equity ratio under IFRS (ratio of equity to total assets) of 61 percent (previous year: 56 percent) and consistently high expenditure on technological development – these are especially crucial advantages when investment decisions are made.

**The right staff**
ATOSS' end-to-end portfolio includes solutions which highlight the qualifications of available personnel, thereby facilitating rapid planning, scheduling and deployment. term and even seasonal bottlenecks can be overcome by accessing a large number of employees.

**At the right time**
In many industries, demands on capacity are likely to fluctuate, whereas staff cannot always be employed on a pattern which mirrors these fluctuations. Taking into account operational requirements, wage agreements and statutory regulations as well as factors such as vacations, sickness, part-time employment and so on, ATOSS provides solutions which optimize workforce management in order to cover both peaks and troughs in demand.

**In the right place**
Flexible staff deployment and workforce management at varying locations enable decentrally organized businesses and branch-based operations to make more efficient use of capacity and raise their productivity levels.

**Working on the right job**
In ATOSS' experience, it is rare for workforce scheduling to be integrated into the process of production planning. Nevertheless, a meaningful exchange of data in this very instance can underpin planning reliability and accelerate production processes.

**At the right cost**
Nowadays, company and operational working time models can often yield more flexible options for staff deployment than is possible with rigid working hours. However, deploying and managing staff under conditions of optimized cost can be achieved only by evaluating hours worked in association with wage supplements and ancillary costs.

## 1.3. Management of the company

**Executive bodies**
The Supervisory Board in 2025 comprised Moritz Zimmermann as Chairman, Rolf Baron Vielhauer von Hohenhau as Deputy Chairman, Klaus Bauer and Christian Osterland. The Audit Committee that has been in existence since 2021 is chaired by Klaus Bauer.

The Management Board of ATOSS Software SE in financial year 2025 consisted of Andreas F.J. Obereder (CEO), Pritim Kumar Krishnamoorthy (COO) and Christof Leiber (CFO).

The management of the Group proceeds on the basis of plans jointly agreed by the Management and Supervisory Boards. These plans are reviewed annually and adapted in line with changing circumstances and opportunities arising.

**Financial performance indicators**
As in the previous year, the Management Board regards the key figures of revenue and the EBIT margin (operating earnings in relation to revenue) as the essential measures of its success. Here the company aims to ensure average revenue growth targets in the period 2023-2025 of 19 percent (relative to the base year 2022) and EBIT margins of ≥ 30 percent. For the future, the company plans to ensure average revenue growth targets in the period 2026-2027 of 14 percent (relative to the base year 2025) and EBIT margins of ≥ 33 percent through 2027. These figures form the basis for the operational and strategic decisions taken by the Management Board of ATOSS Software SE and thereby constitute the ATOSS Group's most important financial performance indicators. Although cash flow, software revenues, Cloud & Subscriptions Order Backlog, Cloud & Subscriptions - Annual Recurring Revenue (Cloud & Subscriptions ARR, for short), Annual Recurring Revenue Order Backlog (ARR Order Backlog, for short), Cloud & Subscriptions-Net Retention Rate (Cloud & Subscriptions NRR, for short), net income, and recurring revenue represent further important indicators for the Management Board, their significance is of less relevance in terms of managing the Group. Non-financial performance indicators are not used to manage the Group. Collecting CSR metrics (Corporate Social Responsibility Key Performance Indicators, KPIs), which measure the Group's sustainability performance across the areas of climate change, the company's staff, consumers and end users, and company policy, helps monitor progress, meet CSR targets, comply with legal requirements and increase stakeholder transparency. However, their significance is of less relevance in terms of managing the Group and therefore do not represent the most material non-financial key performance indicators.

The company is managed primarily on the basis of a broad system of targets. Company, departmental and individual targets are agreed with almost every member of staff and linked with an appropriate variable salary component, dependent on each employee's level of responsibility. These variable components generally range between 10 percent and 50 percent of the contractually agreed target salary. The company targets are in turn keyed to the relevant scheduled sales and operating profit data for the financial year. Departmental targets take the form of a uniform table of sales or performance targets dependent on position and responsibility, while individual targets are linked to the performance of each individual employee.

The Group's annual budget is approved by the Management and Supervisory Boards. Targets are monitored on the basis of a Group-wide management information system which includes detailed reporting of revenues, costs and earnings.

As in the previous year, the Management Board essentially uses the key indicators of revenues and profit margin under HGB to measure the success of ATOSS Software SE's activities, as the Group parent company. The profit margin here is defined as pre-tax earnings (EBT) in relation to sales revenues. These figures form the basis for the operational and strategic decisions taken by the Management Board of ATOSS Software SE and constitute the company's most important financial performance indicators at the level of the individual company ATOSS Software SE (in accordance with HGB).

## 1.4. Corporate strategy

At the heart of our business activities lie the acquisition of new customers and the development of existing customer installations in the fields of time and attendance management and workforce scheduling and deployment. In management's view, ATOSS continued to enjoy great success in both areas in 2025. For example, products incorporating the company's latest generation of software solutions were placed both with existing customers and a large number of new customers.

## 1.5. Research and development

It is crucial for ATOSS customers to be able to use our solutions to map and reflect the complex demands that will also be arising in the future. At the same time they also need to deploy technologically sophisticated solutions which will be equally at home in the system environments of the future and therefore capable of returning long-term economic benefits. For this reason, we will cut no corners in maintaining our commitment to refining our products, a commitment that management regards as substantial.

The basis for these developments is provided by our digital software suites, ASES (ATOSS Staff Efficiency Suite), ASE (ATOSS Startup Edition) and ATC (ATOSS Time Control) which facilitate their integration into the wide range of system environments operated by our customers.

The data exchange between our own solutions and others used by our customers is simplified by means of the technologies of the so-called service-oriented architecture (SOA). For example, our solutions can be connected via interfaces to upstream planning or personnel management systems or downstream evaluation systems, thereby generating value added beyond their original functionalities. The continuing development of these interfaces makes it simple and easy for customers to integrate our solutions into their existing system architecture and thereby derive the benefits. Our interfaces with HR systems such as SAP SuccessFactors, SAP HCM PT or DATEV offer a classic example of this.

ATOSS workforce management solutions can be used across all sectors of industry, regardless of the size of the company. The ATOSS Startup Edition (ASE) and ATOSS Time Control (ATC) are distinguished by the simplicity of their user interface. All three ATOSS product suites have been available in the cloud since 2015. Thanks to the successful transformation of our services into cloud-native solutions, we are in a position to provide an ultra-modern infrastructure with significantly enhanced security measures as part of our ASES Cloud 24/7 and ATC Cloud 24/7 solutions. At the same time, they form the basis for expanding our AI-based services for Demand-Driver Forecasting (multivariate models for predicting workload and staffing based on key workforce demand drivers), Absence-Rate Forecasting (AI-based predictions of absences due to sickness and vacation), and Workforce Intelligence (AI-based analytical insights into turnover, overtime, and absences).

Since 2016, the Group has been developing its pure cloud solution, Crewmeister, for startups, small companies or divisions and departments of major companies, in its subsidiary ATOSS Aloud GmbH.

Expenditure on research and development in the ATOSS Group (IFRS) in 2025 amounted to EUR 28.6 million (previous year: EUR 25.6 million). The bulk of this figure in the amount of EUR 22.5 million (previous year: EUR 20.4 million) was accounted for by the personnel costs for 313 software developers (previous year: 308). R&D expenditure as a proportion of overall revenue amounted to 15 percent at Group level (previous year: 15 percent). At the level of ATOSS Software SE, Munich, (HGB), R&D expenditure in 2025 amounted to EUR 14.2 million (previous year: EUR 11.8 million). As in preceding years, expenditure on research and development is not capitalized, but is instead reported in full as an expense.

# 2. Business report

## 2.1. Economic climate and sector-related conditions

**Economic environment**
Despite geopolitical tensions and trade conflicts, the global economy in 2025 remains robust, with projected growth of 3.3 percent.[1] In the USA, monetary policy is expected to be eased further, while the European Central Bank is anticipated to keep key interest rates steady for the time being. Fiscal policy remains expansionary, driven in part by increases in defense spending in many countries in response to geopolitical shifts. However, economic experts anticipate that the effects of U.S. tariff policy will be felt more keenly in the future, as the high tariffs are likely to remain in place.[2]

Economic growth in the EU is showing moderate recovery in 2025 despite a challenging environment. The European Commission's Autumn 2025 forecast estimates real GDP growth in the EU for the past year at approximately 1.4 percent.[3]

By contrast, growth prospects in Germany are significantly more modest. The German economy is currently undergoing a profound structural change, driven by decarbonization, digitalization, demographic change, and geopolitical shifts.[4] As a result, real gross domestic product (GDP) grew by just 0.2 percent in 2025.[5]

**Segmental environment and market background**
Against this background, developments in the market for information and communications technologies (ICT market) in 2024 are particularly noteworthy. While many industries are struggling with weak demand, the digital economy remains robust. The industry association BITKOM, for example, expects growth in the software segment in the year elapsed to come in at 9.5 percent over the previous year.[6]

**Actual growth of the ATOSS Group in financial year 2025 by comparison with the previous year's outlook**
Given the underlying conditions described, the ATOSS Group in 2025 once again succeeded in maintaining its streak for the 20th time in succession, thereby again outperforming the market in the process.

Group revenues posted double-digit growth of 11 percent, hitting EUR 189.3 million (previous year: EUR 170.6 million). Consolidated operating profit increased to EUR 68.1 million despite significant investment in the future (previous year: EUR 63.4 million). This meant that the revenue forecast of at least EUR 190 million announced by the Group in January 2025 was nearly met, despite the persistently weak economic environment. At 36 percent (previous year: 37 percent), the forecast for an EBIT margin of at least 31 percent was exceeded, due to sustainable cost management within the group and the temporary postponement of investments related to the transformation of the sales organization.

This positive business growth can be mainly attributed to the sustainable expansion of its Cloud & Subscriptions business and the increasing share of recurring revenues as a direct result.

**1** World Economic Outlook Jan. 2026
**2** Kiel Economic Reports No. 128 (2025IQ4) – World Economy Winter 2025 – December 10, 2025
**3** European Commission, Press Release, November 17, 2025 –
Autumn 2025 Economic Forecast shows continued growth despite challenging environment
**4** ifo Institut: ifo Economic Forecast Winter 2025: Structural Change has Germany Firmly in its Grip
**5** Federal Statistical Office, Press Release No. 17 dated January 15, 2026
**6** BITKOM, ICT market data January 2026





## 2.2. Results of operations, financial position and net assets of the ATOSS Group (IFRS)

The results of operations, financial position and net assets of the ATOSS Group under IFRS are explained below. The results of operations, financial position and net assets of ATOSS Software SE are the subject of a separate commentary in Section 2.3 "Results of operations, financial position and net assets of ATOSS Software SE (under HGB) incl. the report on opportunities and risks as well as the forecast for ATOSS Software SE as the Group parent company".

**Earnings**

**Development in software licensing, maintenance and cloud sales, order situation for software licenses and the cloud**
Software revenues in 2025 stood at EUR 140.7 million, up by 13 percent over the previous year's figure of EUR 124.9 million. The main drivers of software revenue were once again revenues from Cloud & Subscriptions which saw a significant 28 percent increase to EUR 92.7 million (previous year: EUR 72.4 million) and now account for 49 percent of total revenues (previous year: 42 percent). Together with the 1 percent rise in software maintenance revenues amounting to EUR 39.2 million (previous year: EUR 39.0 million), recurring revenues advanced year-on-year by 18 percent, reaching EUR 131.9 million (previous year: EUR 111.3 million). Recurring revenues from Cloud & Subscriptions and maintenance now make up 70 percent of total sales revenues in financial year 2025 (previous year: 65 percent). In contrast, one-time revenues from software licenses declined by 35 percent to EUR 8.8 million (previous year: EUR 13.5 million).

The demand for software solutions from new and existing customers increased significantly in the second half of the year compared to the first half and, overall, was in line with the prior year. Of particular note is the marked increase in incoming orders for Cloud & Subscriptions compared to the previous year. Key order-related KPIs for Cloud & Subscriptions also showed positive development. For example, the Cloud & Subscriptions order backlog which states the revenues from contractually committed cloud usage fees within the next 12 months, increased by 27 percent to EUR 109.1 million in the 2024 financial year (12/31/2024: EUR 85.8 million). This key Cloud & Subscriptions indicator also includes Cloud & Subscriptions Annual Recurring Revenue (ARR) from current Cloud & Subscriptions usage fees which increased by 28 percent over the year-end figure of EUR 79.3 million as of 12/31/2024, totaling EUR 101.3 million. Total ARR order backlog (consisting of Cloud & Subscriptions usage fees and maintenance revenues, including the contractually committed revenues from these sources for the next 12 months) trended upwards to EUR 146.5 million as of 12/31/2025, a rise of 18 percent. This order book position creates revenue and planning certainty for the near future for the company and all its facilities. What's more, the company's substantial liquidity and good equity ratio provides security for customers, employees and shareholders over and beyond the sound order book.

**Development in consultancy sales**
Consulting revenues in 2025 stood at EUR 39.6 million, up by 10 percent over the previous year's figure of EUR 35.9 million. As a result, consulting accounted for 21 percent of overall revenues (previous year: 21 percent).

**Development in hardware and other sales**
Revenues from the sale of hardware declined by 37 percent in 2025 to EUR 3.7 million (previous year: EUR 5.8 million), equating to 2 percent of overall revenues (previous year: 3 percent). Other revenues, the heading under which, in particular, consulting services for process analysis and change management, customer-specific programing services and identification media are booked, amounted to EUR 5.3 million (previous year: 4.0 million), some 31 percent higher than the year before, and equating to 3 percent of overall revenues (previous year: 2 percent).

**Long-term production orders**
As in previous years the Group realizes long-term orders in application of the percentage of completion method. In financial year 2025, this applied to 3 orders (previous year: 3) which were realized in accordance with the progress of the project in an amount of EUR 0.5 million (previous year: EUR 0.4 million) on the basis of existing contracts. All long-term production orders were fully completed in 2025, and therefore no additional revenue from these projects will be recognized in future periods.

Notwithstanding further increases in staffing levels within the Group, particularly due to strong, consistent growth in cloud business, operating profit (EBIT) grew by EUR 4.7 million to reach EUR 68.1 million. The EBIT margin amounts to 36 percent (previous year: 37 percent), and thus lies above the original outlook for financial year 2025 of at least 31 percent.

Following a positive financial result of EUR 3.8 million (previous year: EUR 3.6 million), earnings before taxes (EBT) increased by 7 percent to EUR 71.9 million (previous year: EUR 67.0 million). Net income for financial year 2025 amounted to EUR 48.4 million (previous year: EUR 45.5 million). Earnings per share increased from EUR 2.86 to EUR 3.04.

The Group succeeded in maintaining its profitability by comparison with the previous year in spite of the increase in staffing levels and the absolute increase in R&D expenditure, chiefly by sustainably expanding its cloud business, thereby financially underscoring the accuracy of its long-term corporate strategy.

#### Subsidiaries and international business

With the exception of ATOSS Aloud GmbH, all operating subsidiaries of ATOSS Software SE recorded positive results in 2025. The proportion of Group revenue accounted for by our international business in 2025 amounted to 15 percent (previous year: 17 percent).

#### Financial and asset position

The company regards equity as an essential balance sheet item in guarding against economic, sector- and company-specific risks. Consequently, the company's financial strategy is directed towards maintaining a level of equity commensurate with such risks. The intention is to guarantee shareholders an appropriate return on equity and offer customers and suppliers investment security for their software decisions through the medium of long-term partnerships.

The cash flow from operating activities for the period from 01/01/2025 to 12/31/2025 amounted to EUR 47.2 million (previous year: EUR 59.5 million) and was thereby EUR 12.2 million lower than in the year before. Cash and cash equivalents increased from EUR 82.7 million to EUR 91.2 million. This item as a whole comprising liquidity and other current and non-current financial assets and precious metals (investment funds, fixed-term deposits, gold, excluding security deposits) increased from EUR 112.2 million to EUR 123.2 million. Liquidity per share on 12/31/2025 including these other current and non-current financial assets and precious metals accordingly stood at EUR 7.75 (previous year: EUR 7.05).

The principal factors which impacted positively on cash flow from operations included net income and an increase in other non-current financial liabilities resulting from invoices expected. Interest received from the fixed-term deposit also had a positive impact on the cash flow from operating activities. The main effects from operating activities reducing cash flow stemmed primarily from higher income tax payments relating to previous years, an increase in capitalized contract costs, and the increase in trade receivables.

Cash outflows from investment activities in an amount of EUR 1.0 million (previous year: cash outflow of EUR 10.9 million) resulting from disbursements to cover investments in fixed assets in the amount of EUR 1.0 million (previous year: EUR 0.9 million) had a negative effect on liquidity. Also included are payments for the acquisition of financial assets amounting to EUR 10.0 million (previous year: EUR 20.0 million) and payments received from the return on financial assets in an amount of EUR 10.0 million (previous year: EUR 10.0 million).

Payment of a dividend of EUR 2.13 per share (previous year: dividend of EUR 3.37*) (total distribution: EUR 33.9 million; previous year: EUR 26.8 million) and the repayment of lease liabilities in an amount of EUR 3.6 million (previous year: EUR 3.3 million) led to a reduction in liquidity.

All in all, the ATOSS Group is excellently supplied with financial resources which enable the company to counter both macroeconomic as well as sector-specific risks and exploit opportunities for external growth. Similarly, the ability of the company to meet its payment obligations remains securely guaranteed.

Property, plant and equipment and intangible assets fell from EUR 4.3 million to EUR 4.0 million.

The company's long-term holdings in gold amounting to EUR 1.7 million (previous year: EUR 1.1 million) and deposits paid as part of rental contracts in an amount of EUR 0.5 million (previous year: EUR 0.5 million) are reported under the heading of other non-current financial assets and precious metals which totaled EUR 2.2 million (previous year: EUR 1.7 million).

Trade receivables increased from EUR 9.3 million to EUR 11.0 million. The average time to receipt is 19 days (previous year: 21 days).

Other current financial assets and precious metals as of 12/31/2025 amounted to EUR 30.3 million (previous year: EUR 28.4 million), and also included investment fund deposits in an amount of EUR 5.3 million (previous year: EUR 5.2 million), investments in physical gold amounting to EUR 4.7 million (previous year: EUR 3.2 million) or fixed-term deposits and alternatives (EUR) in an amount of EUR 20.3 million (previous year: EUR 20.0 million) in line with the company's defined investment strategy.

Valuation of current and non-current gold holdings at fair value results in finance income of EUR 2.1 million (previous year: EUR 1.1 million). In addition, the investment of liquid assets in a short-term investment fund resulted in distributions in an amount of TEUR 91 (previous year: TEUR 89) as well as income from revaluation amounting to TEUR 43 (previous year: TEUR 49).

The ATOSS Group is financed through the ongoing cash flow generated from operations. Current liabilities include trade accounts payables in the amount of EUR 2.6 million (previous year: EUR 2.0 million), contractual liabilities in the amount of EUR 3.3 million (previous year: EUR 3.2 million), short-term lease liabilities in the amount of EUR 3.2 million (previous year: EUR 3.0 million), other current financial and non-financial liabilities amounting to EUR 23.9 million (previous year: EUR 22.6 million*), tax liabilities in the amount of EUR 13.6 million (previous year: EUR 18.9 million) as well as current provisions in the amount of EUR 3.0 million (previous year: EUR 0.2 million). Current liabilities on 12/31/2025 increased slightly to EUR 49.5 million (previous year: EUR 49.8* million).

The other current non-financial liabilities relate predominantly to commitments to employees in respect of variable salary components to be disbursed in the following year. As of 12/31/2025, there are no significant foreign currency liabilities. As of 12/31/2025, there are no bank loans. It remains the Group's intention not to use bank loans to finance business operations.

An unsecured credit line in the amount of TEUR 975 (previous year: TEUR 975) is in place with the principal bank of the integrated companies which may optionally be used for guarantee purposes or as an overdraft facility. As of the reporting date, an amount of EUR 0.3 million was used for guarantees (previous year: EUR 0.3 million). As in the previous year, there were no liabilities to banks.

Non-current liabilities include the pension provision in the amount of EUR 1.0 million (previous year: EUR 1.8 million), long-term lease liabilities in the amount of EUR 3.7 million (previous year: EUR 3.6 million), long-term provisions for share-based remuneration in the amount of EUR 0.7 million (previous year: EUR 2.7 million), non-current financial liabilities in the amount of EUR 4.4 million (previous year: EUR 2.5 million) as well as deferred tax liabilities in the amount of EUR 3.9 million (previous year: EUR 2.9 million). As at 31 December 2025, long-term provisions increased slightly year-on-year to EUR 13.6 million (prior year: EUR 13.4 million).

Group equity as of 12/31/2025 amounted to EUR 97.0 million (previous year: EUR 80.0 million), resulting in an equity ratio (the ratio of equity to total assets) of 61 percent as of 12/31/2025 (previous year: 56 percent). The return on equity (net income vs. equity) as of 12/31/2025 stood at 50 percent (previous year: 57 percent).

As a matter of principle, the ATOSS Group reports its expenditure on research and development in its income statement. As in the past, intangible assets of our own manufacture are not capitalized.

Thanks to the continuing overall excellent earnings situation and to its continuing sound asset position, the Group expects its ability to meet its financial commitments to remain unchanged in the future.

#### Employees of the ATOSS Group

In financial year 2025 the Group employed an average workforce of 835 members of staff (previous year: 808). Of these, 313 (previous year: 308) in development, 200 (previous year: 190) in consulting, 192 (previous year: 187) in sales and marketing and 130 (previous year: 123) in administration. Personnel costs in 2025 amounted to EUR 82.8 million, some 13 percent higher than the figure of EUR 73.2 million for the preceding year.

As for the previous year, there were no traineeships as of 12/31/2025.

* Dividend before the capital increase from company funds and the issuance of new shares carried out in 2024

* Adjustment of prior-year figures; see the consolidated financial statements.

## 2.3. Results of operations, financial position and net assets of ATOSS Software SE (under HGB) incl. the report on opportunities and risks as well as the forecast for ATOSS Software SE as the Group parent company

The following comments relate to ATOSS Software SE as the Group parent company of the ATOSS Group. The disclosures are made on the basis of the German Commercial Code (HGB) for the accounting of large corporations and the German Stock Corporation Act (AktG).

**Earnings**
The earnings of ATOSS Software SE in financial year 2025 are marked by a 13 percent rise in sales revenues to EUR 188.6 million (previous year: EUR 167.0 million). The positive revenue developments in Cloud & Subscriptions (+27 percent), software licenses (+18 percent), and consulting (+14 percent) are particularly worthy of mention. The revenues for software (software licenses, software maintenance, and Cloud & Subscriptions) and services brokered by subsidiaries on behalf of the parent company rose by 6 percent to EUR 43.2 million (previous year: EUR 40.9 million).

Other operating income declined by EUR 2.1 million, mainly due to a lower release of provisions compared to the previous year.

The increase in personnel expenses results primarily from salary adjustments, taking on more staff during the year and the creation of personnel-related provisions. In total, personnel expenses increased by EUR 6.7 million to EUR 59.1 million.

The rise in other operating expenses of EUR 5.9 million to EUR 53.9 million is predominantly due to higher expenses for cost reimbursements and commissions to subsidiaries as well as higher expenses for maintenance and usage fees resulting from general digitization.

Income in financial year 2025 from distributions by subsidiaries to the parent company amounted to EUR 2.7 million (previous year: EUR 2.2 million). The assumption of the ongoing losses of ATOSS Aloud GmbH, Munich, as part of the existing profit and loss transfer agreement resulted in expenses of EUR 0.3 million (previous year: EUR 0.6 million).

The key indicator for the profitability of ATOSS Software SE, earnings before taxes (EBT), increased by EUR 6.5 million to EUR 70.5 million, thereby growing at a slower rate than revenue for the reasons described above. As a result, the return on sales relative to operating earnings (EBT) stood at 37 percent, 1 percentage point lower than the previous year. Net income for financial year 2025 amounted to EUR 48.2 million (previous year: EUR 43.6 million), some 11 percent higher than in the year before.

By expanding its business with both new and existing customers while continuing its high expenditure on research and development, ATOSS Software SE has maintained its profitability at a high level and secured an effective financial basis for a long-term strategy which is proving its worth.

**Financial and asset position**
The company regards equity as essential in guarding against economic, sector- and company-specific risks. Consequently, the company's financial strategy is directed towards maintaining a level of equity commensurate with such risks. The intention is to guarantee shareholders an appropriate return on equity and offer customers and suppliers investment security for their software decisions through the medium of long-term partnerships. Here the ATOSS Group met its budget in the 2025 financial year.

Investments in fixed assets (excl. financial assets) amounted to EUR 0.9 million in 2025 (previous year: EUR 0.7 million).

Trade receivables on 12/31/2025 stood at EUR 9.2 million (previous year: EUR 7.0 million). The average time to receipt is 14 days (previous year: 15 days).

Other assets as of 12/31/2025 amounted to EUR 23.1 million (previous year: EUR 23.0 million) and besides fixed-term deposits of EUR 20.3 million (previous year: EUR 20.0 million), they also include investments in physical gold amounting to EUR 1.7 million (previous year: EUR 1.7 million). The company did not make any new investments in gold in 2025.

Securities comprise investments in investment funds approved by the Supervisory Board. As of 12/31/2025, the securities portfolio stood at EUR 5.1 million (previous year: EUR 5.1 million).

Cash on hand and bank balances amounted to EUR 83.4 million as of 12/31/2025 (previous year: EUR 72.6 million).

The company is financed by cash flow continuously generated. Liabilities include trade payables in the amount of EUR 2.3 million (previous year: EUR 1.6 million) and obligations towards affiliated companies in an amount of EUR 1.4 million (previous year: EUR 2.4 million), other liabilities in the amount of EUR 1.2 million (previous year: EUR 1.1 million) as well as down payments received in the amount of EUR 0.1 million (previous year: EUR 4.9 million). Total liabilities amount to EUR 5.1 million (previous year: EUR 10.0 million). As of 12/31/2025, there are no significant foreign currency liabilities. There are also no bank loans. It remains the company's intention not to use bank loans to finance business operations.

An unsecured credit line in the amount of TEUR 975 (previous year: TEUR 975) is in place with the principal bank which may optionally be used for guarantee purposes or as an overdraft facility. As of the reporting date, an amount of EUR 0.3 million was used for guarantees (previous year: EUR 0.3 million). As in the previous year, there were no liabilities to banks.

Other provisions mainly comprise commitments to employees for variable salary components, provisions for share-based remuneration as well as adequate provisions for expected invoices and vacation commitments.

Deferred income amounting to EUR 0.4 million (previous year: EUR 0.4 million) essentially includes deferred sales revenues.

As of 12/31/2025, the equity of ATOSS Software SE stood at EUR 81.9 million (previous year: 67.6 million) in spite of the dividend distributed at the beginning of May 2024 totaling EUR 33.9 million and taking into account the net income for the year of EUR 48.2 million. As of 12/31/2025, the equity ratio amounted to 63 percent (previous year: 56 percent).

Thanks to the continuing overall excellent earnings situation and to its continuing sound asset position, the company expects its ability to meet its financial commitments to remain unchanged in the future.

**Employees of ATOSS Software SE**
In financial year 2025, ATOSS Software SE employed an average of 459 staff (previous year: 415). Of these, 125 (previous year: 113) in development, 115 (previous year: 102) in consulting, 114 (previous year: 107) in sales and marketing and 105 (previous year: 93) in administration. Personnel costs in 2025 amounted to EUR 59.1 million, some 13 percent higher than the figure of EUR 52.4 million for the preceding year. As for the previous year, there were no traineeships as of 12/31/2025.

**Report on opportunities and risks for ATOSS Software SE**
The main opportunities and risks for ATOSS Software SE as the Group parent company and the only significant operating company in the ATOSS Group reflect the opportunities and risks of the Group described in Section 3 "Risk and opportunity report". ATOSS Software SE is integrated into the Group-wide risk management system.

**Outlook for ATOSS Software SE**
The comments made in Section 4 "Outlook" on the future economic and sector climate also apply to the following commentary on the outlook for ATOSS Software SE for financial year 2025 as the parent company of the ATOSS Group.

With regard to financial year 2026, we expect for ATOSS Software SE as the parent company of the ATOSS Group a revenue increase of around 14 percent within a range of +/- 3 percent. At the same time, in financial year 2026, ATOSS intends to lift the level of investment in addressing new markets and associated opportunities for fresh growth in the field of workforce management. With an essentially overall stable cost structure, the company is assuming a profit margin based on the ratio of pre-tax earnings to sales revenues (on the level of the company under HGB) of 35 percent within a range of +/- 3 percent for the 2026 financial year.

**Comparison of actual with the forecast performance of ATOSS Software SE**
In its outlook for financial year 2025 published in February 2025, ATOSS Software SE forecast a revenue increase of around 11 percent within a range of +/- 3 percent and a profit margin based on the ratio of pre-tax earnings to sales revenues of 33 percent within a range of +/- 3 percent.

Thanks to the positive growth of the business in 2025 with a rise in revenues of 13 percent to EUR 188.6 million (previous year: EUR 167.0 million) and a profit margin of 37 percent on pre-tax earnings of EUR 70.5 million (previous year: EUR 64.0 million), ATOSS met its forecast rise in revenues in 2025 in full and slightly exceeded its profit margin forecast. The fact that the profit margin was exceeded is primarily due to lower personnel expenses versus the original budget resulting from the deferment of investments in the expansion of sales personnel resources. Consequently, pre-tax earnings also came in slightly ahead of the budget.

# 3. Risk and opportunity report

## 3.1. Company-wide risk management and control system

As a capital market oriented company as defined in Section 264d of the German Commercial Code, the company is obliged in accordance with Section 289 (4) and Section 315 (4) of the Commercial Code to describe the essential features of its internal risk management and control system insofar as this affects its accounting procedures.

The law does not provide a definition of an accounting-related internal control and risk management system. Drawing upon the definitions given by the Institut der Wirtschaftsprüfer in Deutschland e. V., Düsseldorf, of an accounting-related internal control system (IDW PS 261 new, Note 19f) and of a risk management system (IDWPS 340 new, Note 4), we understand an internal control and risk management system to be an all-embracing system. An internal control system is accordingly considered to comprise the principles, processes and measures introduced internally within the undertaking by the management to support the organizational implementation of management decisions

- to safeguard the effectiveness and economic efficiency of business operations,
- to ensure the correctness and reliability of internal and external accounting processes, and
- to comply with the provisions of the law applicable to the company.

The risk management system comprises the entirety of all organizational rules and activities designed to recognize risk and deal with the risks inherent in the conduct of business. Opportunity management is not subject to any comparable, systematic process. Risk in this context is deemed to be a negative deviation from expectations. Against this background within the framework of the existing risk management system we concentrate solely on the identification of risks. The procedure for the recognition and management of risk is described in the following explanatory notes:

In accordance with its long-term business strategy the company endeavors to avoid exposure to any unreasonable risks. Nevertheless, in the course of its ordinary business activities, the company is unavoidably exposed to a variety of risks which arise from these business operations as well as from changes in environmental conditions.

In order to make these risks transparently clear and evaluate them, the company has developed a comprehensive risk management system. The object is not merely to identify and monitor risks on an ongoing basis throughout the Group on the basis of an integrated overall risk inventory, but also having assessed the probability of their occurrence and the conceivable level of damage that may be caused, to provide decision-making criteria which convey a transparent picture of the company's willingness to accept risk exposure. At the same time, developments that represent an existential threat can be detected in time, enabling suitable counter-measures to be implemented immediately to secure the company as a going concern. The assessment as to whether an existential threat exists with respect to the company's financial position, cash flows and results of operations, presupposes the determination of the company's risk capacity in relation to the overall risk position. The risk capacity is defined as the maximum risk that the company can bear over time without endangering its own continuation as a going concern. This capacity is analyzed and monitored by the Management Board on an ongoing basis taking account of earnings and liquidity developments. As part of the risk assessment, the gross risks are first registered and then presented as net risks reduced by the effect of measures to manage the risk. Extreme risks involving very extensive losses and very low probability of occurrence (so-called tail event risks) are also surveyed by the company as part of its risk survey.

Overall, in the view of the Management Board, ATOSS has a comprehensive yet easily comprehended system at its disposal which meaningfully supports the company's risk strategy.

## 3.2. Risk report

In the past financial year two risk reviews were undertaken. The results were compiled by the risk management committee in a risk report and submitted to the Management Board.

In accordance with the principles adopted by ATOSS for the management of risk, all risks with an expected loss value (calculated as the product of the level of loss and the probability of occurrence) of more than EUR 2.0 million within the divisions and the two main subsidiaries, ATOSS CSD Software GmbH and ATOSS Aloud GmbH, as well as risks with an associated loss value which is merely rated as "high" or is not quantifiable, are fundamentally deemed to be material. As previously, there are no individual risks with an expected loss value greater than EUR 15.0 million.

Looking ahead to the coming two years, provided that there is no material change in either the market environment or general economic data, the company anticipates a similar risk structure.

**Probability of occurrence of potential risk**

| Level | |
|---|---|
| Low | 0-33% |
| Medium | >33-66% |
| High | >66-100% |

**Extent of loss entailed in potential risk (gross)**

| Level | |
|---|---|
| Low | EUR 0–1.0 million |
| Medium | >EUR 1.0–5.0 million |
| High | >EUR 5 million |

**Limits for expected loss value (gross)**

| Level | |
|---|---|
| Observe | EUR 0–1.0 million |
| Monitor | >EUR 1.0–5.0 million |
| Material | >EUR 5.0 million |

**Corporate risks**

| Risk category | Probability of occurrence | Extent of loss | Expected loss value |
|---|---|---|---|
| **Economic, political, social risks:** | | | |
| 1) Global, economic and political environment | medium | high | material |
| 2) Legal risks and intellectual property | low | high | monitor |
| 3) Data protection | low | high | material |
| **Corporate Governance & compliance risks** | | | |
| 4) Unauthorized publication of information | low | high | monitor |
| 5) Ethical conduct | low | low | observe |
| **Financial risks** | | | |
| 6) Counterparty risk | low | low | observe |
| 7) Liquidity risk | medium | low | observe |
| 8) Market risk | medium | medium | monitor |
| **Personnel risks** | | | |
| 9) Personnel resources | medium | high | material |
| **IT risks** | | | |
| 10) Cloud operation | medium | high | material |
| 11) Cybersecurity and IT security | low | high | material |
| **Operating risks** | | | |
| 12) Strategic risks | medium | high | material |
| 13) Sales | medium | high | material |
| 14) Consulting | low | low | observe |
| 15) Partner network | low | low | observe |
| 16) Technology and products | low | high | monitor |
| 17) Exceptional incidents | low | high | monitor |
| 18) Other risks | low | high | monitor |

**Economic, political, social and regulatory risks:**

**1) Global, economic and political environment (material)**
The current geopolitical and economic uncertainty around the globe could have a negative impact on the business activities of ATOSS and lead to heightened competitive and price pressure as a result of companies' reluctance to invest. Besides intensive customer service as part of the sales processes in which the benefits and sustainable value added from the use of ATOSS solutions are identified, the Group has implemented various measures such as the continuous monthly monitoring of all ATOSS KPIs of managerial relevance or the regular preparation of reports on the current financial status and progress of investments. The ongoing expansion of the proportion of recurring software revenues in total revenues leading to more predictable revenues and consequently greater stability in the face of fluctuating sales, represents a further risk minimization factor in this context.

**2) Legal risks and intellectual property (monitor)**
ATOSS is exposed to various risks under contract, antitrust, trademark and patent law on the basis of its business activities. The Group counters these risks through various internal measures such as internal guidelines, processes and control mechanisms as well as through the inclusion of internal and external legal advisors.

**3) Data protection (material)**
If the increasingly complex and strict regulations on data protection are not observed or the agreed demands from our customers on our products and services in this regard are not adequately met, this could lead to civil liability claims, fines as well as the loss of customers and damage to the reputation of ATOSS. For this reason, the Group has implemented suitable, sector-specific processes and steps to ensure confidential and compliant treatment of customer data as well as trade and business secrets in addition to extensive measures to ensure that statutory requirements on data protection (Data Protection Directive) are observed. In order to safeguard the technical security of ATOSS Cloud Operations, an information security management system (ISMS) has been established based on the model of the international security standard ISO/IEC 27001:2022 which ensures continuous improvement and guarantees the protection of our customer data in accordance with established standards (state of the art).



**Corporate Governance and compliance risks:**

**4) Unauthorized publication of information (monitor)**
The regulatory environment for ATOSS Software SE which is listed in the prime standard of the German stock exchange, is one of great complexity. Any breach of the regulations could have a negative impact on the company's net assets, financial position and earnings situation, its share price and its reputation. For this reason, appropriate processes and measures have been implemented in the company to observe statutory duties of transparency.

**5) Ethical conduct (observe)**
Ethically unjustifiable conduct could inflict considerable damage on the company's business activities, financial position and earnings situation as well as its reputation. For this purpose, the Group has implemented a compliance management system intended to ensure that legal regulations and directives are observed.

**Financial risks:**
Through its business operations, the company is exposed to various financial risks: credit risk, default risk, liquidity risk and market risk. The company's risk management with regard to financial risks is aimed at recognizing unpredictable developments on the financial markets, and minimizing any potentially negative effects on the company's financial position.

**6) Counterparty risk (observe)**
In order to manage its credit risks, ATOSS enters into transactions exclusively with creditworthy third parties. All major customers with whom the company wishes to enter into credit-based transactions are subjected to credit checks. Receivables are also monitored on an ongoing basis with the result that default risks are reduced to an acceptably low level. The maximum default risk is limited to the carrying value detailed in the Notes. In the case of the company's other financial assets such as cash and cash equivalents, the maximum credit risk in the event of a counterparty default equates to the carrying value of these instruments.

**7) Liquidity risk (observe)**
The company monitors the risk of a liquidity bottleneck on an ongoing basis. The company, however, views the risk concentration of its financial assets and trade receivables with respect to the liquidity risk as low. For example, receivables are due from customers in a variety of sectors, operating in independent markets. The company also invests its available liquidity in various forms of investment such as gold, securities held as current assets and fixed-term deposits, thereby ensuring a broad diversification of risk. Taken together with its high level of cash and cash equivalents available at short notice and its consistently positive operating cash flow, the company assesses its overall liquidity risk as medium.

**8) Market risk (monitor)**
The market risk is namely the risk that the fair value of or cash flows from a financial instrument may fluctuate as a result of variations in market prices. The investments made by the company in physical gold are susceptible to market price risks arising from uncertainties in the future development in the value of these financial instruments. For this reason, the company manages the market price risk through diversification and by limiting its investments in individual forms of investment and investment securities. All investments in financial assets are also subject to review and approval by the management. To monitor the market risk, the financial markets are also kept under constant surveillance and regular reports submitted to the Management and Supervisory Boards on the growth of financial assets and their current yields.

As of 12/31/2025, the risk at Group level associated with financial assets invested in investment funds amounted to EUR 5.3 million at fair value. In the case of financial assets invested in gold, the risk at Group level as of 12/31/2025 amounted to EUR 6.4 million at fair value. The Group holds no derivative financial instruments. In addition, the Group holds investments in US dollars and CHF amounting at fair value to EUR 2.1 million and EUR 6.2 million respectively as of 12/31/2025.

Market risk also includes the risk from a rise in inflation rates. The Group strives to minimize this risk by building long-term relationships with suppliers, agreeing fixed prices, regularly liaising and negotiating with its suppliers and placing orders for large purchasing volumes. In order to protect its margins, the Group also has price adjustment clauses in customer contracts involving continuous obligations (cloud, maintenance and hotline).

The company's equity serves to guard against economic, sector- and company-specific risks. Consequently, the company's financial strategy is directed towards maintaining a level of equity commensurate with such risks. In order to maintain or modify its capital structure, the company can adjust its dividend payments to shareholders, or make a repayment of capital to the shareholders, or issue new shares. As of 12/31/2025 and 12/31/2024, no changes were made in the Group's objectives, policies or procedures.

The financial risks described do not represent a threat to ATOSS either individually or in their totality.

**Personnel risks:**

**9) Personnel resources (material)**
Recruiting highly qualified employees and ensuring that they remain loyal to the company for the long term represent crucial factors for the success of the entire software sector. Consequently, ATOSS Software SE is facing the challenge of retaining its staff and developing their skills. Otherwise, there is a danger of losing the necessary knowledge, skills and relationships for developing, selling and implementing our innovative software solutions.

**IT risks:**

**10) Cloud operation (material)**
In the area of cloud solutions, there is a risk that increasing the degree of standardization/automation of cloud service management processes and cloud support for our customers will be unsuccessful. For this purpose, the Group has implemented various measures to expand its cloud product functionalities as well as its cloud service management tools and processes. The Group counters the risk of an insufficient level of cybersecurity in the operation of its cloud solutions by means of extensive quality assurance processes which are continuously refined. The Group manages the risks of a lack of stability in cloud service providers as well as security and availability problems when operating ATOSS cloud solutions by means of constant monitoring and consistently high investment in the cloud product.

**11) Cybersecurity and IT security (material)**
A cyber-attack or any fraudulent internal data loss that puts IT security at risk could entail considerable legal and financial risks and have a negative impact on ATOSS' customers, partners, financial position, business operations, image and business in general. As a response to the growing number of cyber-attacks around the world and on the assumption that the methods used by hackers in our complex and threatened cybersecurity landscape will only improve, ATOSS Software SE devotes large resources every year to analyzing, changing and improving its protective measures in the area of cybersecurity as well as to remedying any weaknesses found.

The effectiveness of measures implemented in the areas of cloud operations and cybersecurity was re-confirmed with the successful conclusion of the audit conducted by DEKRA in October 2025 for ISO certification ISO/IEC 27001:2022 of the ISMS of ATOSS Cloud Services for Workforce Management Solutions – the world's leading standard for information security management systems (ISMS) and thus the most important cybersecurity certification. With this certification, ATOSS is laying down an important marker for the documentation of its state-of-the-art processes throughout the Group.

ATOSS could incur additional maintenance costs as a result of customers in the future continuing to run cloud application software versions which are no longer supported. The Group counters this risk with the aid of a comprehensive marketing and enablement strategy. This strategy is intended to enable customers to convert to new apps in good time themselves or to make use of additional service offers from ATOSS.

**Operating risks:**

**12) & 13) Strategic risks (material) and sales risks (material)**

a) Risks from a competitive environment
ATOSS operates in an intensely competitive and technologically fast-paced market in which there are few major suppliers. The appearance of new entrants to the market could entail risks. These risks are minimized by diversifying the customer base, setting up sales and distribution by sector, using advanced, pioneering technologies and not least by means of reputable reference customers and a high level of expertise in the implementation of software projects. The company has also taken suitable steps to protect and secure its IP rights. At the same time, these risks are adequately mitigated by maintaining a strong order book position, excellent capital ratios and high liquidity. The company has a competitive cost structure and invests considerable sums in development in order to maintain and expand its technological lead and broaden its customer base.

b) Failure to expand the business model to the cloud or to open up new markets
The Management Board is aware that expanding its business model to include additional services and opening up new (geographical) markets comes with risks. The general risk of these activities failing is minimized by careful planning and close monitoring and management.

c) Rising revenue expectations require the acquisition of major projects
High growth targets require the winning of major projects and are therefore dependent to a decisive extent on the planning and commitment of qualified specialists and managers. To minimize this risk, particular care is taken to generate appropriate pipeline projects in dedicated sectors such as retail, logistics, medical and cross sales as well as to enter into strategic partnerships. Furthermore, the recruitment process also prioritizes candidates particularly well qualified to develop and win major projects.

d) Lengthy, complicated sales processes in the cloud
Cloud checks and IT security verifications conducted by potential customers can extend the sales cycle. This risk is currently sufficiently met by standardizing systematic cloud security checks, initiating such checks at an early stage and establishing corresponding expertise within teams.

e) Competitive risks arising from the AI boom
Market demand for AI-powered features is rising among software users. ATOSS faces increased competition, as other software providers are accelerating the integration of AI features, which could lead to shifts in market share. Delays in the company's own AI implementation carry the risk of technological setbacks, customer attrition, and reduced pricing power. The Group mitigates these risks by accelerating and fully implementing its AI roadmap, strengthening its development capabilities, maintaining rigorous innovation and benchmarking processes, and implementing measures to ensure cost and quality control. Additionally, a strong AI culture and investments in service quality aim to secure the Group's premium market position.

**14) Consulting (observe)**
One important element of our business is the successful implementation of software and service solutions designed to help our customers reduce complexity and work as efficiently as possible. Through the constant monitoring and supervision of customer projects, the risk of insufficiently satisfying customer requests is adequately minimized in the course of implementation.

**15) Partner network (observe)**
International direct sale projects and/or sales and distribution partnerships are frequently large-scale operations and challenging with respect to the support from ATOSS required and expected. The risk here consists essentially in the disproportionately high allocation of highly specialized ATOSS resources to a few individual projects/partnerships. The risk is minimized by ensuring that international partnerships are only entered into where there is a contractually agreed balance between software revenue and consulting services (e.g. through contractually fixed minimum revenues) in order to thereby guarantee an economic allocation of resources. Furthermore, in the case of major international projects, customers are informed of the lead times and estimated duration of the project well in advance in order to manage their expectations accordingly.

**16) Technology and products (monitor)**
There is a basic risk of customers leaving due to poor product quality or late completion of technologies and product developments leading to the loss of long-standing recurring revenues. This risk is sufficiently covered by regularly monitoring the status of various project developments with the inclusion of the Management Board. In addition, monthly evaluations with regard to the loss of cloud and maintenance revenues, i.e. recurring revenues, are built into the monthly management report package.

The risk of security loopholes in the ATOSS solution suites which could damage confidence in and the reputation of ATOSS, is mitigated by security processes clearly defined for this purpose with internal and external tests.

**17) Exceptional incidents (monitor)**
The Group counters the risk of malfunctions in or interruptions to operational procedures as a result of the general fire risk and resulting damage to property, financial loss and personal injury by strict adherence to all statutory requirements regarding fire safety and health and safety at work. The associated risk of data loss or IT failure is minimized by the implementation of various backup mechanisms.

**18) Other risks (monitor)**
Besides the material risks and risks to be monitored already described, there are further risks classified by the Group as "to be monitored" due to their low expected loss value.

## 3.3. Opportunities report

The Management Board sees the main opportunities in the following descending order in terms of their significance: We perceive opportunities to further expand our business model, in particular, in the trend towards the full digitization of HR processes including AI-driven services, in the general move towards cloud solutions and in the growing demands on companies to make working time more flexible. Major factors in this regard include: a shortage of skilled staff, demographic considerations, the growing need to boost productivity and the resulting demands of companies for workforce management solutions. Based on ATOSS's domain expertise in workforce management and the deep integration of ATOSS solutions into our customers' processes, AI services offer numerous opportunities to improve efficiency, productivity, and user experience in digital HR processes. As one of the leading workforce management solution providers, we expect to continue profiting from these developments.

The ATOSS Group also perceives high growth potential in the retail, healthcare, manufacturing and logistics sectors in particular.

We see further growth opportunities in specifically targeting new sectors and in the international deployment of our software solutions, for example by accessing new markets through the formation of new partnerships.

## 3.4. Risk management system and the accounting process

The essential features of the accounting-related internal control and risk management system at ATOSS Software SE may be described as follows:

- The company exhibits a clear management, corporate and control structure.
- The functions of the financial accounting, order processing and controlling departments materially involved in the accounting process are clearly separated and responsibilities are unambiguously assigned.
- For the purpose of analyzing and managing risk factors that may impinge on earnings, we have integrated the risk management system previously described and established a coordinated planning and control system.
- In order to continuously monitor the development in our assets, financial position and earnings situation, a report is submitted to the management and to the Supervisory Board on a monthly basis.
- Functions and responsibilities are unambiguously assigned in all areas of the accounting process.
- The departments concerned in the accounting process meet both quantitative and qualitative requirements.
- The IT systems employed in connection with the accounting process are protected by security features against unauthorized access.
- The financial systems employed are based on standard software.
- Matters with a material accounting relevance are discussed and clarified at weekly finance meetings.
- Essential accounting-related processes are subject to regular audit. Where necessary the risk management system is adapted in line with current developments.
- All essential accounting-related processes are consistently subject to the principle of dual control.
- The Supervisory Board concerns itself with matters of material importance pertaining to accounting, risk management and the audit assignment and its areas of emphasis.
- The Management Board bears overall responsibility for the accounting-related internal control and risk management system. All of the companies and departments included in the financial statements are integrated into a clearly defined management and reporting organization.

The accounting-related internal control and risk management system, the essential features of which are described above, ensures that business events are accurately recorded, treated and reflected in the internal accounts and correctly translated into external accounts. The system also guarantees that potential risks are identified at an early stage and appropriate counter-measures initiated where necessary in good time.

The clear management and corporate structure and the appropriate personnel and material resources made available to the accounting departments provide the basis for a correct, uniform and sustainable accounting process. The clear demarcation between areas of responsibility coupled with the various control and monitoring mechanisms ensures that the accounts are prepared coherently and without error.

The company's internal control and risk system further ensures that the accounts are prepared in compliance with legal regulations and statutory requirements as well as internal guidelines and that risks are recognized, assessed and communicated and where necessary counter-measures are taken in good time.

## 3.5. Overall statement on the risk and opportunity situation

Against the background of the opportunities identified and the overall positive development of the Group and thus of ATOSS Software SE, both the risks and risk potential appear limited and controllable from today's perspective. The systems and processes in the sphere of risk management have proven themselves. New material risks or changes in the evaluation of the expected loss values of existing risks only occurred in the area of strategic risks, with the addition of the new risk "Competitive risks arising from the AI boom" in the 2025 financial year. Climate-related risks were classified as immaterial. On the basis of a review of the risk position at the time when the management report was prepared, the Management Board sees no risks that threaten ATOSS as a going concern or put the future of the company in doubt.

As a general rule, there is also the possibility that as yet unrecognized and unreported risks may arise which might also incur negative impacts on business activities. The combination of in principle mutually independent risks may present additional hazards to the company which may amplify one another. ATOSS will therefore continue to constantly monitor its environment and review the effectiveness of measures taken and of the risk management system as a whole. Despite continuous adjustments to the risk management system, it is not possible to quantify either the probability of the described risks occurring or their level of financial impact.

## 3.6. Description of the main features of the internal control system*

In addition to the internal risk management and control system described in Section 3.1 (with respect to the accounting process), the Group also has a risk management and internal control system extending beyond the accounting process which also includes a compliance management system designed to monitor the Group's risk position.

The internal control system of ATOSS Software SE comprises all the rules in the Group which define the methods to be used to manage operational, financial and compliance-related risks. These rules may result from published statements or may be designed as guidelines, work instructions or process descriptions. The structure, approval, revision and communication of these internal rules follow standardized procedures. Furthermore, all employees of the ATOSS Group are obliged to comply with the ATOSS Code of Conduct in the course of their duties and work. The ATOSS Code of Conduct represents the cornerstone of the compliance management system by providing an overview of the values and principles that shape daily interactions with business partners, shareholders, employees and society. The internal control system also includes sustainability aspects which are constantly refined on the basis of regulatory requirements.

In order to improve scalability, nearly all business processes are supported by IT solutions. As far as is possible and appropriate, the Group uses the control mechanisms built into these applications or services as they offer a higher degree of security and efficiency in implementing the controls than manual checks. Additional manual process checks to prevent or reveal errors round off the internal control system.

* Section unaudited

The Group also has a clear concept to identify and mitigate information security risks. External audits (ISO/IEC 27001:2022) relating to ATOSS Cloud Services for Workforce Management Solutions, the conclusion of corresponding insurance policies for information security risks and a training and compliance program supplement the protection measures in this area. The Supervisory Board's audit committee is also kept regularly informed of the company's risk position (at least every six months or as part of ad hoc risk reports by the risk management committee). In business processes, the relevant process owners are responsible for the effectiveness of the controls implemented. Overall responsibility lies with the Management Board.

The internal control system and the risk management system are dynamic systems which are continuously adapted to fit changes in the business model, the nature and scope of business transactions or responsibilities. The upshot is that both the reviews carried out by the Financial Compliance Department and the external audits (ISO/IEC 27001: 2022 certification, audit procedures carried out by the auditor of the consolidated financial statements) give rise to potential improvements with regard to suitability (lack of appropriate controls) or the effectiveness of controls (inadequate execution). Potential improvements can also ensue from possible compliance incidents. Based on its current design, the Management Board has no indications that the internal control system and the risk management system in its entirety have not been appropriately set up or are ineffective.

# 4. Outlook

In 2026, the global economy continues to face significant challenges, mainly due to geopolitical conflicts, restrictive monetary policy, and ongoing supply chain issues. According to the most recent forecast by the International Monetary Fund (IMF), global economic growth of approximately 3.3 percent is projected for 2026.[1]

Global economic conditions are also weighing on the European Union's growth outlook. Following modest growth in previous years, the European Commission's Autumn 2025 forecast projects an increase in gross domestic product (GDP) of 1.4 percent for both 2025 and 2026 in the EU.[2]

Following two consecutive years of recession in 2023 and 2024, the Germany economy is currently in a phase of stagnation. In addition to economic factors, a profound structural change and geopolitical shifts are playing a central role, particularly as Germany's traditional export model is coming under increasing pressure. Shifts in the international order and uncertainty regarding the reliability of U.S. security guarantees for European NATO members are straining established economic and security structures. Furthermore, the ongoing fragmentation of Europe's domestic and capital markets makes it more difficult for European economies to adjust to new global conditions. However, external factors are not solely responsible for Germany's current economic weakness. Domestic issues such as the ongoing loss of competitiveness in the industrial sector and the progressive aging of the population are also exacerbating the current situation. Following a 0.2 percent increase in real GDP in 2025, the German Council of Economic Experts projects 0.9 percent growth for 2026.[3] The Deutsche Bundesbank is more pessimistic, offering a forecast of 0.6 percent.[4]

In contrast, despite ongoing economic weakness, rising costs, and geopolitical tensions, the digital economy remains resilient. For example, the market forecast for the German ICT market for 2026 published by the industry association BITKOM in January 2026 is predicting growth in the software segment of 10 percent to EUR 58.3 billion.[5]

Please refer to the above-mentioned description of opportunities and risks under 3 Report on opportunities and risks. Clearly distinguished as it is at the level of products and technology, financial stability and sustainability and with references in all relevant markets, ATOSS is well positioned to take advantage of the opportunities that present themselves and convert these into business success. What's more, there is considerable potential to improve the competitiveness of our target customers and thereby secure sustained sales opportunities in the company's specialist field of solutions designed to enhance workforce management efficiency.

**1** World Economic Outlook Jan. 2026
**2** European Commission – Press Release, 11/17/2025 –
Autumn 2025 Economic Forecast shows continued growth despite challenging environment
**3** German Council of Economic Experts: 2025/26 Annual Report – Creating new prospects for tomorrow – Not squandering opportunities
**4** German Bundesbank: Outlook for 2026 in the light of multifaceted challenges worldwide – Press Release, 01/26/2026
**5** Bitkom: Press Release for the Press Conference, 02/22/2026 –
Digitalwirtschaft bleibt Stabilitätsanker: 245 Milliarden Euro Umsatz in 2026 (in German)



With regard to the 2026 financial year, we are expecting the ATOSS Group to achieve total Group revenue of around EUR 215 million. At the same time, in financial year 2026, ATOSS intends to increase the level of investment in addressing new markets and associated opportunities for fresh growth in the field of workforce management. With a largely stable cost structure, the company expects to see an EBIT margin to revenue ratio of at least 32 percent at Group level in financial year 2026. After the dividend distribution in May 2026, ATOSS Software SE, with its balance sheet structure largely unchanged, will continue to enjoy a comfortable equity ratio of over 50 percent. Furthermore, the Group is expecting operating cash flows of over EUR 50 million.

# 5. Other disclosures

## 5.1. Explanatory report of the Management Board on the disclosures pursuant to Section 289a and Section 315a HGB

**(1) Composition of subscribed capital**
The company's capital is divided into 15,906,272 bearer shares each with a nominal value of 1 euro which carry full voting and dividend rights.

**(2) Restrictions regarding voting rights or the transfer of shares**
A four-year vesting period exists between AOB Invest GmbH and General Atlantic Chronos GmbH which prohibits either party from selling the majority of its shares without the consent of the other party. The company is not aware of any further restrictions regarding voting rights or the transfer of shares, even and including any such restrictions as may arise from agreements between shareholders.

**(3) Share capital holdings exceeding 10% of the voting rights**
AOB Invest GmbH which is controlled by founder and CEO of ATOSS Software SE, Andreas F. J. Obereder of Grünwald, holds a 22.48936 percent (previous year: 21.59467 percent) stake in ATOSS Software SE as of 12/31/2025. General Atlantic Chronos GmbH holds a 21.59462 percent (previous year: 21.59462 percent) stake in ATOSS Software SE as of 12/31/2025.

Apart from Mr. Andreas F.J. Obereder, AOB Invest GmbH and General Atlantic Chronos GmbH, the company is not aware of any other shareholders with reportable holdings of more than 10 percent of voting rights.

**(4) Shares with special rights conveying controlling powers**
No special rights exist that convey powers of control.

**(5) Type of voting rights control, when employees hold an interest in share capital and do not make direct use of their control rights**
Insofar as employees have a participating interest in the company's capital, their rights of control are not restricted..

**(6) Statutory regulations and provisions included in the Articles of Association concerning the appointment and dismissal of members of the Management Board and changes to the Articles of Association**
Members of the Management Board are appointed and dismissed in accordance with Art. 9 (1), Art. 39 (2) and Art. 46 of the SE Regulation in conjunction with Sections 84 and 85 of the German Stock Corporation Act and Article 6 of the company's Articles of Association.

Changes to the Articles of Association follow the regulations contained in Art. 59 of the SE Regulation, Sec. 51 of the SE Implementation Act and Secs. 179 ff. of the Stock Corporation Act.

**(7) Powers of the Management Board to issue or buy back shares**
At the Annual General Meeting held on 04/30/2025, the company was authorized to acquire treasury shares until 04/29/2030 up to a total of 10 percent of the company's share capital at the time of the resolution or at the time when the authorization is exercised – whichever is lower. The shares acquired together with other treasury shares held by the company or attributable to the company in accordance with Secs. 71a ff. of the Stock Corporation Act (AktG) must at no time account for more than 10 percent of the share capital. The authorization must not be exercised for the purpose of trading treasury shares.

The authorization can be exercised by the company or a company dependent upon it or in which the company has a majority interest or by third parties acting for their account or for the company's account in whole or in partial amounts, once or several times, in pursuit of one or more purposes.

Details of the authorized capital can be taken from the notes to the annual financial statements or the notes to the consolidated annual financial statements.

The company's share capital has been conditionally increased by up to EUR 3,181,254.00 by issuing up to 3,181,254 new, no-par value bearer shares (Conditional Capital). The conditional capital increase serves to grant or impose option and/or conversion rights or obligations to/on the holders or creditors of bonds with warrants and/or convertible bonds (collectively "bonds") that are issued or guaranteed by the company or a Group company as defined by Sec. 18 AktG in which the company holds a direct or indirect majority interest by 04/29/2026 on the basis of the authorization resolved upon by the Annual General Meeting on 04/30/2021 under Item 10 of the agenda.

**(8) Material agreements contingent upon a change of control resulting from a takeover offer**
No material agreements exist which are contingent upon a change of control resulting from a takeover offer. Nor have any agreements been entered into with members of the Management Board or employees regarding compensation in the event that a takeover offer is made. Besides its subsidiaries ATOSS Software Ges. m.b.H., Vienna, ATOSS Software AG, Zurich, ATOSS CSD Software GmbH, Cham, ATOSS Software SRL, Timisoara, ATOSS Aloud GmbH, Munich, ATOSS North America Inc., West Hollywood (not operational) and, newly established in 2025, ATOSS Software India Private Limited, Gurugram, ATOSS Software SE also has facilities in Berlin, Frankfurt, Hamburg, Meerbusch, Mettingen, Brussels (Belgium), Paris (France), Sibiu (Romania), Stockholm (Sweden) and Utrecht (Netherlands).

## 5.2. Corporate governance declaration

**Corporate governance**
Since its flotation, ATOSS Software SE has concerned itself intensively with the subject of corporate governance and the associated statutory regulations. The company has reported regularly since 2001 on its activities in this regard. The company's boards examine developments and changes in the German Corporate Governance Code in particular detail. In contrast to the provisions of the law, however, the Code is not binding in its standardizing effect and in fact allows deviations from its recommendations.

**Combined corporate governance declaration**
The combined corporate governance declaration was submitted by the Management Board pursuant to Sec. 289f and Sec. 315d of the German Commercial Code (HGB) and is permanently accessible on the company website on the following link:https://www.atoss.com/en/company/investor-relations/corporate-governance

## 5.3. Ownership of and trading in shares and financial instruments

Board members' shareholdings insofar as these relate to shares in the company are reported in Note 39 of the notes to the consolidated financial statements or in Note 25 of the notes to the annual financial statements.



## 5.4. Reportable securities transactions

The company publishes details of all reportable securities transactions by board members on its website and this information remains available for at least 12 months following publication.

In the financial year 2025, AOB Invest GmbH which is controlled by the founder and CEO of ATOSS Software SE, Andreas F. J. Obereder, Grünwald, made the following purchases of shares: 09/23/2025 (60,000 shares), 11/27/2025 (45,638 shares), 11/28/2025 (12,614 shares), 12/01/2025 (10,882 shares), and 12/02/2025 (13,178 shares). Following the share purchase, as of 12/31/2025, AOB Invest GmbH holds 3,577,219 shares, representing an ownership interest of 22.48936 percent in ATOSS Software SE.

The company is not aware of any further reportable transactions by Board members in the 2025 financial year.

In addition, in February 2026, AOB Invest GmbH which is controlled by the founder and CEO of ATOSS Software SE, Andreas F. J. Obereder, Grünwald, made the following additional purchases of shares: 02/05/2026 (42,511 shares), 02/06/2026 (40,368 shares), 02/09/2026 (19,305 shares), 02/10/2026 (29,811 shares) , 02/23/2026 (64,959 shares), 02/24/2026 (17,041 shares), 02/25/2026 (10,000 shares). Following the share purchase, as of February 27, 2026, AOB Invest GmbH holds 3,801,214 shares, representing an ownership interest of 23.89758 percent in ATOSS Software SE.

## 5.5. Distribution

In proposing a dividend, the Management and Supervisory Boards take due account of the need to safeguard the company's financial resources as well as the principle of dividend continuity which requires that the dividend should not be lower than that paid in the previous year and should be increased if it is possible to do so at a distribution ratio of up to 75 percent of consolidated earnings per share.

The Management Board proposes to use a sum of EUR 64,132,739 from the unappropriated net income of ATOSS Software SE under commercial law from the 2025 financial year for a dividend payment of EUR 2.28 per dividend-bearing share and to carry the remaining net income forward to new account. If this dividend proposal for unappropriated net income is accepted by the Annual General Meeting, this will result in a dividend payment of EUR 36,266,300 on the share capital entitled to a dividend as of 12/31/2025 amounting to EUR 15,906,272 and profit carried forward of EUR 27,866,439.

Munich, 02/27/2026

The Management Board

**Andreas F.J. Obereder**
CEO

**Pritim Kumar Krishnamoorthy**
COO

**Christof Leiber**
CFO

**Consolidated Balance Sheet as of 12/31/2025**

| Assets (EUR) | Note | 12/31/2025 | 12/31/2024 |
|---|---|---|---|
| **Non-current assets** | | | |
| Intangible assets | 15, 27 | 113,570 | 168,193 |
| Property, plant and equipment | 15, 27 | 3,898,415 | 4,098,974 |
| Rights of use | 23, 28 | 6,376,710 | 6,105,054 |
| Capitalized contract costs | 29 | 11,449,450 | 7,284,919 |
| Other non-current financial assets and precious metals | 12, 25, 60 | 2,231,152 | 1,656,575 |
| **Total non-current assets** | | **24,069,297** | **19,313,715** |
| **Current assets** | | | |
| Trade receivables | 12, 25, 60 | 10,960,014 | 9,312,814 |
| Other current financial assets and precious metals | 25, 60 | 30,301,576 | 28,413,164 |
| Other current non-financial assets | 26 | 3,594,497 | 3,458,310 |
| Cash and cash equivalents | 12, 24, 60 | 91,227,072 | 82,666,868 |
| **Total current assets** | | **136,083,159** | **123,851,156** |
| **Total assets** | | **160,152,456** | **143,164,872** |

| Equity and liabilities (EUR) | Note | 12/31/2025 | 12/31/2024 |
|---|---|---|---|
| **Equity** | | | |
| Subscribed capital | 39 | 15,906,272 | 15,906,272 |
| Capital reserve | 39, 53 | 2,048,065 | -1,579 |
| Equity deriving from unrealized profits/losses | 37, 39 | 1,285,787 | 749,376 |
| Unappropriated net income | 39, 64 | 77,912,423 | 63,425,314 |
| **Equity attributable to the equity holders of the parent company** | | **97,152,547** | **80,079,383** |
| Non-controlling interests | | -109,013 | -109,013 |
| **Total Equity** | | **97,043,534** | **79,970,370** |
| **Non-current liabilities** | | | |
| Pension provisions | 19, 37 | 992,800 | 1,816,596 |
| Other non-current provisions | 19, 38 | 669,771 | 2,658,090 |
| Other non-current financial liabilities* | 33, 60 | 4,362,685 | 2,453,351 |
| Non-current lease liabilities | 23, 28, 32, 59 | 3,676,184 | 3,609,342 |
| Deferred tax liabilities | 16, 30 | 3,906,822 | 2,907,113 |
| **Total non-current liabilities** | | **13,608,262** | **13,444,492** |
| **Current liabilities** | | | |
| Trade accounts payable | 17, 32, 60 | 2,585,768 | 1,959,285 |
| Contractual liabilities | 20, 35 | 3,300,213 | 3,181,854 |
| Current lease liabilities | 23, 28, 32, 59 | 3,158,934 | 2,980,028 |
| Other current financial liabilities* | 33, 60 | 6,105,494 | 4,911,327 |
| Other current non-financial liabilities | 34 | 17,794,774 | 17,650,761 |
| Tax liabilities | | 13,601,169 | 18,914,414 |
| Other provisions | 18, 36 | 2,954,308 | 152,341 |
| **Total current liabilities** | | **49,500,660** | **49,750,010** |
| **Total equity and liabilities** | | **160,152,456** | **143,164,872** |

* Adjustment of previous year's figures Note 33, 60

**Consolidated Income Statement from 01/01/2025 to 12/31/2025**

| EUR | Note | 01/01/2025 -12/31/2025 | 01/01/2024 -12/31/2024 |
|---|---|---|---|
| **Sales revenues** | 20, 40 | **189,258,254** | **170,625,447** |
| Cost of sales | 41 | -40,943,237 | -39,000,503 |
| **Gross profit on sales** | | **148,315,017** | **131,624,944** |
| Distribution costs | 42 | -33,974,848 | -28,574,959 |
| Administration costs | 43 | -17,192,527 | -13,983,161 |
| Research and development costs | 22, 44 | -28,558,580 | -25,636,725 |
| Other operating income | 21, 46 | 757,889 | 788,400 |
| Other operating expenses | 46 | -559,653 | -496,279 |
| Net impairment on financial assets | 46 | -659,571 | -295,530 |
| **Operating profit (EBIT)** | | **68,127,727** | **63,426,690** |
| Financial income | 47 | 4,263,306 | 3,895,443 |
| Financial expenses | 47 | -450,271 | -340,180 |
| **Earnings before taxes** | | **71,940,762** | **66,981,953** |
| Taxes on income and earnings | 16, 30, 48 | -23,573,294 | -21,531,258 |
| **Net income for the year** | | **48,367,468** | **45,450,695** |
| Attributable: | | | |
| Equity holders of the parent | | 48,367,468 | 45,450,695 |
| Non-controlling interests: | | 0 | 0 |
| | | | |
| Earnings per share (undiluted) | | 3.04 | 2.86 |
| Earnings per share (diluted) | | 3.04 | 2.86 |
| | | | |
| Average number of shares in circulation (undiluted) | | 15,906,272 | 15,906,272 |
| Average number of shares in circulation (diluted) | | 15,906,272 | 15,906,272 |

**Consolidated Statement of Comprehensive Income from 01/01/2025 to 12/31/2025**

| EUR | Note | 01/01/2025 -12/31/2025 | 01/01/2024 -12/31/2024 |
|---|---|---|---|
| **Net income** | | **48,367,468** | **45,450,695** |
| **Components not reallocated in profit and loss** | | | |
| Profits/losses recognized in equity on the valuation of plan assets | 37 | 14,144 | 202,603 |
| Tax effects of profits/losses recognized in equity on the valuation of plan assets | 37 | -4,580 | -65,603 |
| Profits/losses recognized in equity on the revaluation of defined benefit pension plans | 37 | 783,891 | 3,225 |
| Tax effects of profits/losses recognized in equity on the revaluation of defined benefit pension plans | 37 | -253,824 | -1,044 |
| Currency translation reserve | 39 | -3,220 | 0 |
| **Other comprehensive income** | | **536,411** | **139,181** |
| **Comprehensive income after taxes** | | **48,903,879** | **45,589,876** |

**Consolidated Cash Flow Statement from 01/01/2025 to 12/31/2025**

| EUR | Note | 01/01/2025 -12/31/2025 | 01/01/2024 -12/31/2024 |
|---|---|---|---|
| **Earnings before taxes** | | **71,940,762** | **66,981,953** |
| Depreciation | 27, 28 | 4,755,268 | 4,401,934 |
| Financial income | 47 | -4,263,306 | -3,895,443 |
| Financial expenses | 47 | 450,271 | 340,180 |
| Income from the disposal of fixed assets | | 83 | 109 |
| Non-cash personnel expenses | | 2,049,644 | -573,861 |
| | | | |
| **Change in net current assets** | | | |
| Trade receivable | 25, 60 | -1,647,200 | 1,117,578 |
| Inventories and other non-financial assets | 26 | -148,212 | -622,347 |
| Capitalized contract costs | 29 | -4,164,531 | -1,946,107 |
| Other assets | | -90,011 | 95,536 |
| Trade accounts payable | 17, 32, 60 | 626,483 | -419,601 |
| Other current financial and non-financial liabilities* | 33, 34, 60 | 1,291,434 | -1,677,504 |
| Other current and non-current provisions | 36, 38 | 813,648 | 254,169 |
| Other non-current financial liabilities* | 33, 60 | 1,909,334 | 2,453,351 |
| Contractual liabilities | | 118,359 | -550,433 |
| | | | |
| Interest received | 47 | 1,815,984 | 2,338,830 |
| Interest paid | | -30 | -5,119 |
| Income taxes received | 30, 48 | 213,762 | 998,111 |
| Income taxes paid | 30, 48 | -28,439,885 | -9,819,535 |
| **Cash flow generated from operating activities (1)** | **49** | **47,231,857** | **59,471,801** |
| | | | |
| **Cash flow from investment activities** | | | |
| Expenditure for the purchase of tangible and intangible assets | 27 | -1,000,133 | -925,008 |
| Expenditure for the purchase of financial assets | | -10,000,000 | -20,000,000 |
| Proceeds from the disposal of financial assets | | 10,000,000 | 10,000,000 |
| **Cash flow generated from investment activities (2)** | **50** | **-1,000,133** | **-10,925,008** |
| | | | |
| **Cash flow from financing activities** | | | |
| Redemption element leasing liabilities IFRS 16 | 23, 28, 59 | -3,497,641 | -3,181,978 |
| Interest element leasing liabilities IFRS 16 | 23, 28, 59 | -123,665 | -121,486 |
| Dividends paid | | -33,880,359 | -26,802,068 |
| **Cash flow generated from financing activities (3)** | **51** | **-37,501,665** | **-30,105,532** |
| | | | |
| **Changes in cash and cash equivalents - total (1) to (3)** | | **8,730,059** | **18,441,261** |
| Cash and cash equivalents at the beginning of the period | | 82,666,868 | 64,201,070 |
| Effects of exchange rate changes on cash and cash equivalents | | -169,855 | 24,537 |
| **Cash and cash equivalents at the end of the period** | | **91,227,072** | **82,666,868** |

* Adjustment of previous year's figures Note 33, 60

**Statement of Changes in Consolidated Equity from 01/01/2025 to 12/31/2025**

| | Equity attributable to the properties of the parent company | | | | | | |
|---|---|---|---|---|---|---|---|
| EUR | Subscribed capital | Capital reserve | Equity deriving from unrealized profits/ losses | Retained earnings | Unappro-priated net income | Non-controlling interests | Total |
| Note | 39 | 39, 53 | 37, 39 | | 39, 64 | | |
| **01/01/2024** | **7,953,136** | **572,282** | **610,195** | **0** | **52,729,823** | **-109,013** | **61,756,423** |
| Net income | | | | | 45,450,695 | | 45,450,695 |
| Other comprehensive income | | | 139,181 | | | | 139,181 |
| **Comprehensive income after taxes** | | | **139,181** | | **45,450,695** | | **45,589,876** |
| Share based remuneration | | -573,861 | | | | | -573,861 |
| Allocation to retained earnings | | | | 7,953,136 | -7,953,136 | | 0 |
| Capital increase company funds | 7,953,136 | | | -7,953,136 | | | 0 |
| Dividend | | | | | -26,802,068 | | -26,802,068 |
| **12/31/2024** | **15,906,272** | **-1,579** | **749,376** | **0** | **63,425,314** | **-109,013** | **79,970,370** |
| **01/01/2025** | **15,906,272** | **-1,579** | **749,376** | **0** | **63,425,314** | **-109,013** | **79,970,370** |
| Net income | | | | | 48,367,468 | | 48,367,468 |
| Other comprehensive income | | | 536,411 | | | | 536.411 |
| **Comprehensive income after taxes** | | | **536,411** | | **48,367,468** | | **48,903,879** |
| Share based remuneration | | 2,049,644 | | | | | 2,049,644 |
| Dividend | | | | | -33.880.359 | | -33.880.359 |
| **12/31/2025** | **15,906,272** | **2,048,065** | **1,285,787** | **0** | **77,912,423** | **-109,013** | **97,043,534** |

One share represents 1 euro of subscribed capital

# Notes to the Consolidated Financial Statements







## I. Company information

ATOSS Software SE, Rosenheimer Straße 141 h, 81671 Munich, hereinafter also referred to as "ATOSS" or "the company", is a European Company (SE) established in Munich, Germany, as a corporation with limited liability. The company is registered with the Municipal Court of Munich under Commercial Register Number HRB 293304. ATOSS has been listed on the Deutsche Börse in Frankfurt since March 21, 2000.

ATOSS Software SE is a provider of technology and consulting solutions for professional workforce management and demand optimized personnel deployment. From conventional working time management to mobile apps, detailed workforce forecasting, sophisticated workforce scheduling or strategic capacity and demand scheduling, ATOSS has the right solution – in-the-cloud or on-premises.

## II. Accounting policies

### 1. International Financial Reporting Standards (IFRS)

As in the year before, the present consolidated financial statements were prepared for both the parent company and subsidiaries in accordance with the International Financial Reporting Standards (IFRS) published by the International Accounting Standards Board (IASB), as applicable in the EU and with the supplementary provisions of German commercial law applicable pursuant to Sec. 315e (1) of the German Commercial Code (HGB).

In the 2025 financial year, ATOSS Software SE applied the following amendments to existing standards for the first time which had no material effect on the Group accounting and no material impact on the presentation of the consolidated financial statements or the Group's net assets, financial position and results of operations.

| Standard or Interpretation | Description | For financial years with effect from |
|---|---|---|
| Amendments to IAS 21 | Lack of convertibility | 01/01/2025 |

**Accounting standards issued but not yet to be applied in 2025**
The IASB has issued the following standards or amendments to standards, application of which is not yet obligatory at the present time and which in some cases still require to be adopted in EU law in order to become applicable (endorsement):

| Standard or Interpretation | Description | For financial years with effect from | Expected impact |
|---|---|---|---|
| Amendments to IAS 21 | Translation into a hyperinflationary presentation currency | 01/01/2027 | No material impact expected |
| IFRS 19 | Subsidiaries with no public accountability: Details | 01/01/2027 | No material impact expected |
| IFRS 18 | Presentation and disclosures in financial statements | 01/01/2027 | Impacts under review* |
| Amendments to IFRS 9 and IFRS 7 | Changes to the classification and measurement of financial instruments | 01/01/2026 | No material impact expected |
| Amendments to IFRS 9 and IFRS 7 | Contracts referencing nature-dependent electricity | 01/01/2026 | No material impact expected |
| Annual Improvements to IFRS (Volume 11) with amendments to IAS 7, IFRS 1, IFRS 7, IFRS 9 and IFRS 10 | | 01/01/2026 | No material impact expected |

*The Group is currently assessing the potential effects of the new standard, particularly with regard to the structure of the consolidated income statement, the statement of cash flows, and the additional disclosure requirements for MPMs (Management-defined Performance Measures). The Group is also assessing the impact on how information is grouped in the financial statements, including items currently labeled as "Other".

## 2. Bases for the preparation of the financial statements

The present consolidated financial statements were prepared to 12/31/2025 for the reporting period from 01/01/2025 to 12/31/2025. All consolidated subsidiaries have a reporting date consistent with that of ATOSS Software SE, with the exception of ATOSS Software India Private Limited, Gurugram, whose reporting date is March 31 due to local legal requirements. As a general rule, the consolidated financial statements were prepared using the historical cost principle. Exceptions to this rule are current and non-current financial assets, as well as precious metals which are measured at their fair value.

## 3. Reporting currency

The present consolidated financial statements were prepared in euros. Amounts are rounded up to whole euro units.

## 4. Consolidated group

The parent company with registered office and stock exchange listing in Germany is ATOSS Software SE, Munich. All subsidiaries are fully consolidated in the consolidated financial statements for ATOSS Software SE. Subsidiary companies are fully consolidated from the time of acquisition, that is to say, from the time at which the group acquires control. The parent company is deemed to control a subsidiary when the parent is exposed, or has rights, to variable returns from its involvement with the subsidiary and has the ability to affect those returns through its power over the subsidiary. As a matter of principle, control is exercised through voting rights. Companies cease to be consolidated when the parent company no longer has control. The consolidated financial statements for the smallest and largest group of companies are prepared by ATOSS Software SE, Munich, and published in the company register.

A change in the level of participation in a subsidiary that does not result in a loss of control is accounted for as an equity transaction.

Their annual financial statements have been prepared in accordance with national regulations and reconciled in accordance with IFRS. The latest published figures according to national law are presented below:

| Company | Proportion of Subscribed capital | Equity 12/31/2024 in EUR | Result for the year 2024 in EUR |
|---|---|---|---|
| ATOSS Aloud GmbH, Munich, Germany* | 93% | -1,557,329 | 0 |
| ATOSS CSD Software GmbH, Cham, Germany | 100% | 1,399,016 | 439,858 |
| ATOSS Software AG, Zurich, Switzerland** | 100% | 768,009 | 134,969 |
| ATOSS Software Gesellschaft m.b.H., Vienna, Austria | 100% | 857,850 | 97,050 |
| ATOSS Software S.R.L., Timisoara, Romania** | 100% | 1,149,985 | 620,620 |
| ATOSS North America Inc., West Hollywood, USA** | 100% | -6,522 | -4,662 |
| ATOSS Software India Private Limited, Gurugram*** | 100% | 0 | 0 |

* A profit and loss transfer agreement has been concluded between ATOSS Software SE and ATOSS Aloud GmbH.
** Their annual financial statements have been prepared in accordance with national regulations and converted to EUR.
***The subsidiary was established on 05/20/2025. Accordingly, the information on equity and income as of 12/31/2024 is not provided. The company's financial year ends on March 31.

**Use of exemptions**
The subsidiary ATOSS CSD Software GmbH, Cham, which is included in the consolidated financial statements of ATOSS Software SE, Munich, makes use of the exemptions in Sec. 264 (3) of the German Commercial Code (HGB) for the 2025 financial year. The consolidated financial statements of ATOSS Software SE are the exempting consolidated financial statements for this company.

## 5. Consolidation principles

The financial statements for subsidiaries are prepared in application of uniform accounting methods for the same reporting period as the financial statements for the parent company. All Group-internal balances, business events, unrealized profits and losses on internal transactions and dividends are eliminated in full.

Capital consolidation of fully consolidated companies was undertaken in accordance with the acquisition method. The recognized values of assets assigned and liabilities accepted representing the acquisition cost of the interest in each relevant company were offset against the equity capital reported by the subsidiary at the time of acquisition.

Should the Group acquire a business, it must assess the appropriate classification and designation of financial assets and assumed debts in compliance with the terms of contract, business circumstances and conditions prevailing at the time of acquisition. This includes the separation of embedded derivatives in underlying contracts.

ATOSS Software India Private Limited, based in Gurugram (India), which was established on 05/20/2025, is for the first time fully consolidated in the consolidated financial statements for ATOSS in 2025.

## 6. Discretionary decisions, estimates and assumptions of material importance

In preparing the consolidated financial statements, discretionary decisions, estimates and assumptions are made by management which affect the level of income, expenses, assets and debts reported as well as the associated disclosures and the disclosure of contingent liabilities. As a result of the uncertainty associated with these assumptions and estimates, actual events in future periods may lead to substantial adjustments in the carrying value of the assets and debts concerned.

**Share-based remuneration**
Some employees and two members of the Group's Management Board received share-based remuneration in the form of cash for work performed. This share-based remuneration is reported as share-based remuneration with cash settlement in accordance with IFRS 2. For transactions with cash settlement, the resulting liability of the Group is expensed at fair value at the time the beneficiary performs the work. Until it is settled, the fair value of the liability is remeasured on each reporting date and any changes in the fair value recognized in profit or loss. The fair value is determined by applying an appropriate option pricing model (Black-Scholes formula).

In addition, two members of the Group's Management Board received share-based remuneration in the form of ATOSS shares for work performed. This share-based remuneration is reported as share-based remuneration with settlement by means of equity instruments under IFRS 2. For transactions settled with equity instruments, the expense and corresponding increase in equity are recognized when the beneficiary performs the work, measured at the fair value of the shares granted at the grant date. After initial recognition, the fair value is not remeasured; subsequent changes are not recognized in profit or loss. The fair value is determined by applying an appropriate option pricing model (Black-Scholes formula).

**Further estimations**
Estimates have to be made of the probability of future events occurring and their magnitude in order to determine the recoverability of financial assets. These estimations are derived as far as possible from current market data, rating categories and empirical values. Please refer in particular to the comments in Sections 12. Financial assets and precious metals and 13. Measurement of fair value.

The value of pension provisions is also subject to estimates in respect of the parameters listed in Note 37. The book value of the provision as of 12/31/2025 stood at EUR 992,800 (previous year: EUR 1,816,596).

Actual figures may deviate from estimates made.

In application of the Group accounting methods, the company has made the following discretionary decisions that materially affect the consolidated financial statements:

Development costs are recognized as expenses in profit and loss. The criteria contained in IAS 38.57 for development costs to be carried as assets are not fulfilled, particularly as it is not possible to reliably measure the income achievable in future from the further development of individual functions and releases. This further development and expansion of the software solutions already marketed by the Group instead serve to maintain their future economic benefits. In accordance with IAS 38.20, the related expenditures must be recognized in profit or loss as maintenance expenses.

**Impact of macroeconomic and climate-related risks**
Like many companies, ATOSS Software SE is exposed to an increasingly complex and uncertain macroeconomic and geopolitical environment. Operations of ATOSS were not significantly impacted by the negative macroeconomic and geopolitical risks in financial year 2025, however. Consequently, there was no significant, negative impact on the fair values or carrying amounts of assets and liabilities resulting from operations or on the amount and timing of earnings realization or cash inflows and outflows. With regard to future risks resulting from the macroeconomic and geopolitical environment, please refer to our comments in the combined Group management report under Section 3.2.

The ATOSS Group is not currently exposed to any material climate-related risks in terms of its business model that would affect the company's financial reporting. In particular, there are at the moment no direct risks from growing regulatory requirements or liability risks from committing to sustainability and climate protection targets.

## 7. Distinction between current and non-current classification

The Group draws a distinction in the balance sheet between current and non-current assets and liabilities. An asset must be classified as current if:

- the asset is expected to be realized within the normal business cycle or is held for sale or use within this period,
- the asset is held primarily for trading,
- the asset is expected to be realized within twelve months following the closing date for the financial statements, or
- the asset comprises cash or cash equivalents, unless the exchange or use of the asset for the purpose of fulfilling an obligation is restricted for a period of at least twelve months following the closing date for the accounts.

All other assets are classified as non-current.

A liability must be classified as current if:

- the liability is expected to be fulfilled within the normal business cycle,
- the liability is held primarily for trading,
- the liability is expected to be fulfilled within twelve months following the closing date for the accounts, or
- the company has no unrestricted right to postpone fulfillment of the liability for at least twelve months following the closing date for the accounts.

All other liabilities are classified as non-current.

Deferred tax claims and liabilities are classified as non-current assets or liabilities.

## 8. Currency translation

The functional currency for all Group companies is the euro.

Foreign currency transactions are initially translated by Group companies into the functional currency at the spot rate on the date of the transaction. Monetary assets and liabilities denominated in foreign currency are converted into the functional currency at the exchange rate on the qualifying date.

Non-monetary items measured in foreign currency at historic cost of acquisition or manufacture are converted at the exchange rate applying on the date of the transaction. Non-monetary items measured in foreign currency at fair value are converted at the exchange rate applying on the date on which fair value is ascertained.

Corresponding foreign currency profits and losses are recognized in the consolidated income statement under other operating income or expenses.





## 9. Segment reporting

The identification of operating segments presupposes that a senior decision-maker monitors and assesses the profitability of significant components of the company as the basis for resource allocation and profitability measurement, that the components of the company generate income and/or incur expenses as part of their business activities, and that financial information is available for these components of the company.

The ATOSS Group is managed by the ATOSS Software SE Management Board, which serves as the responsible corporate entity. Management is conducted at the Group level and not based on software products or any other segment, since overall customer success is crucial for ATOSS – regardless of the specific product.

ATOSS therefore has only one uniform business segment within the meaning of IFRS 8, which comprises the creation, sale and implementation of software solutions directed towards the efficient deployment of personnel and workforce management. In accordance with the company's strategy as a provider of end-to-end solutions to issues of time and attendance management and workforce scheduling, these software solutions comprising software licenses, maintenance services, consulting services and the supply of hardware for time recording and access control purposes (merchandise for resale) are offered to customers as integrated packages and exhibit a comparable risk structure. These software solutions are employed both by small and medium-sized customers comprising the SME market and by high-end small businesses and major, large-scale customers that make up the premium market. The choice of software solution is essentially dependent on the specific technical and functional requirements of the individual customer. The company's endeavors in addressing the SME and premium markets differ only in terms of the marketing approach. For this reason, the Management Board manages the company on the basis of key figures for business as a whole. Business activities are not divided into segments.

Based on its business model and associated organizational and management structure, ATOSS is considered a single-segment company. The Group therefore does not prepare segment reports.

## 10. Cash and cash equivalents

The balance sheet item "Cash and cash equivalents" comprises cash on hand and at banks as well as short-term deposits with an original term of less than three months and a non-material risk of fluctuations in value. This item also includes fixed-term deposits which may be used by the company at any time as a means of covering its short-term liquidity requirements since they may be liquidated at short notice and do not entail any expected material loss even if terminated prematurely.

## 11. Capitalized contract costs

Contract costs comprise the cost of initiating the contract (essentially sales commissions to staff and third-party vendors in direct and indirect sales channels) as well as contract fulfillment costs. These must be capitalized if it is to be assumed that the costs will be compensated by future revenues from the contract. The costs for initiating the contract are additional costs that would not have been incurred if the contract had not been concluded. Contract fulfillment costs are directly attributable costs incurred after the start of the contract that serve to fulfill the contract but precede such fulfillment in time and cannot be capitalized using a different standard. As a general rule, capitalized contract costs are expensed in a straight line over the estimated term of the customer contract. The expenses are reported under sales costs in the Group's profit and loss statement.

## 12. Financial assets and precious metals

A financial instrument is a contract that results in the origination of a financial asset in one company, and at the same time in the origination of a financial liability or an equity instrument in another company.

The financial assets comprise essentially cash and cash equivalents, trade receivables and other financial assets with a term of more than three months. The financial assets held by the company serve to guarantee liquidity as part of its investment strategy.

**Initial recognition and measurement of financial assets**
Purchases and sales of financial assets which foresee delivery of the asset within a period determined by the regulations or conventions of the market in question (regular way purchases) are recognized on the trade date, that is to say, on the date on which the Group entered into a commitment to buy or sell the asset.

Financial assets (debt instruments) as defined by IFRS 9 are classified as "at amortized cost" (AC), "at fair value through other comprehensive income" (FVthOCI) or "at fair value through P/L" (FV/PL). They are categorized at initial recognition on the basis of the company's business model for controlling its financial assets as well as the characteristics of the contractual payment flows for the financial asset and measured at their fair value. In the case of financial assets measured at their fair value through other comprehensive income for subsequent measurements, the initial measurement includes transaction costs directly attributable to the acquisition of the asset. Trade receivables which are initially measured at the transaction price in accordance with IFRS 15 form an exception. Financial assets that do not meet the criteria for the categories at amortized cost (AC) or at fair value through other comprehensive income (FVOCI), are classified in the category at fair value through profit or loss (FV/PL).

**Subsequent measurement**
For purposes of subsequent measurement, financial assets are classified solely into the following two categories, as there is currently no third category:

- financial assets measured at amortized cost (debt instruments)
- financial assets measured at fair value through profit and loss

**Financial assets measured at amortized cost (debt instruments)**
This category is of greatest importance for the consolidated financial statements. The Group measures financial assets at amortized cost if the following conditions are met:

- The financial asset is held within the framework of a business model, the object of which is to hold financial assets for the purpose of receiving the contractual cash flow,

and

- The terms of contract underlying the financial asset lead at fixed points in time to cash flows which comprise solely payments of principal and interest.

The Group's financial assets measured at amortized cost comprise cash and cash equivalents with a term of more than three months, trade receivables as well as non-current financial assets and fixed-term deposits.

Such financial assets are measured after initial recognition at amortized cost using the effective interest method. Interest income from such financial assets or interest expenses from such financial liabilities are reported in financial income or financial expenses using the effective interest method. Gains or losses from derecognition are recognized directly in profit or loss and – together with foreign exchange gains and losses – reported under other operating income or expenses. Impairment losses are shown as a separate item in profit or loss.

**Impairment of financial assets**
The Group is obliged to apply the impairment rules contained in IFRS 9 to financial assets in the category at amortized cost. Profits and losses are recognized in the income statement as and when the asset is derecognized, modified or impaired.

The Group assesses the expected credit losses on a forward-looking basis. The impairment method depends on whether there is a significant increase in the credit risk.

With trade receivables, the Group applies the simplified approach permitted under IFRS 9 which requires the credit losses expected over the term to be recognized from initial recognition of the receivable.

Necessary adjustments are made in consideration of historical losses and objective indications of impairment derived from them – where relevant – on the basis of current market developments. Objective indications of impairment include the initiation of legal steps, amounts overdue by more than 120 days as well as information on the customer's credit rating. In the event of a customer becoming insolvent, the full value of the receivable is reported as a loss. Only at this point is the asset derecognized. As a matter of principle changes in the carrying value of trade receivables are reduced with the aid of a value adjustment account and the impairment recognized in profit and loss. Should the estimated impairment increase or decrease in subsequent reporting periods as the result of an event which occurs after the impairment has been recognized, the increase or decrease in the previously recognized impairment cost is recognized in profit or loss by adjusting the impairment account. If a derecognized receivable is subsequently considered to be collectable as the result of an event which takes place after derecognition, the corresponding amount is set off directly against the net impairment on financial assets.

In the case of cash and cash equivalents, an assessment is made on each closing date as to whether objective indications of impairment apply. The Group applies the general approach to cash and cash equivalents and fixed-term deposits. Due to the high credit rating of the financial institutes, there are usually no significant impairment losses with these financial assets.

**Precious metals**
Precious metals do not meet the definition criteria of a financial instrument, and consequently they do not fall under IFRS 9. In the present case, neither IAS 2 nor IAS 16 is relevant. In accordance with IAS 8.10, in the absence of an IFRS that applies explicitly to a transaction or other events or conditions, management must develop and apply a suitable accounting method.

The Group invests in precious metals as part of its short-term and long-term financial management. Management therefore decided to apply an accounting method similar to that used for financial instruments. For this reason, precious metals are measured at fair value through profit or loss.

Precious metals measured at fair value through profit or loss are recognized on balance sheet at fair value, whereby the balance of changes in fair value is recognized in profit or loss as financial income or expenses.

**Financial assets measured at fair value through profit and loss**
The category of financial assets at fair value through profit and loss includes financial assets held for trading and financial assets that are designated on first recognition as assets measured at fair value through profit and loss, or financial assets which must compulsorily be so measured. Financial assets are classified as held for trading if they are acquired for the purpose of sale or repurchase in the short term.

Financial assets measured at fair value through profit or loss are recognized on balance sheet at fair value, whereby the balance of changes in fair value is recognized in profit or loss as financial income or expenses.

**Derecognition**
A financial asset is derecognized (i.e. removed from the consolidated balance sheet) primarily if contractual rights to draw cash flows from the financial asset have expired or opportunities and risks resulting from the financial assets have essentially been transferred and the Group has not retained any power of disposal.

## 13. Measurement of fair value

Fair value is the price that would have been received in an orderly transaction between market participants on the date of measurement for the sale of an asset or paid for the transfer of a liability. In measuring fair value, it is assumed that the business transaction in the course of which the sale of the asset or transfer of the liability occurs, is entered into

- either on the principal market for the asset or liability
- or, where no principal market is available, on the most advantageous market for the asset or liability.

The Group must have access to the principal market or most advantageous market.

The fair value of an asset or liability is measured on the basis of the assumptions which market participants would use as a basis for setting the price of the asset or liability. In this context, it is presumed that the market participants would act in their own best financial interests.

When measuring the fair value of a non-financial asset, consideration is given to the ability of the market participant to achieve economic benefit, whether by making the most meaningful and best use of the asset or by selling the same to another market participant who can find the most meaningful and best use.

The Group applies valuation techniques that are appropriate under the respective circumstances and for which sufficient data are available to measure the fair value. In doing so, the use of essentially observable input factors should be maximized as far as possible and any use of non-observable input factors minimized.

All assets and liabilities for which the fair value is determined or shown in the financial statements,
are classified in the measurement hierarchy described below, based on the lowest level input factor of overall definitive importance in measuring the fair value.

- Level 1: The fair value results from prices quoted on active markets for identical assets or liabilities.
- Level 2: The fair value is determined by means of inputs other than quoted prices contained in Level 1 which are either directly or indirectly observable for the asset or liability.
- Level 3: The fair value is determined on the basis of unobservable inputs for the asset or liability.

In the case of assets and liabilities which are repeatedly recognized at fair value in the statements, the Group determines whether there have been any reclassifications between the levels in the hierarchy. It does so by verifying the classification at the end of each reporting period (based on the input factor at the lowest level of overall material importance for the measurement of fair value). In order to fulfill the disclosure requirements for fair value, the Group has defined classes of assets and liabilities based on their nature, features and risks as well as the levels in the measurement hierarchy described above.

## 14. Impairment of non-current non-financial assets

At the end of every reporting period, the group investigates whether there are grounds to believe that the value of an asset is impaired. If such grounds exist or if an annual review of the sustained value of an asset is required, the group makes an estimate of the amount that may be achieved for the asset in question. The achievable amount is the higher of either the fair value of an asset or cash-generating entity less disposal costs or its utility value. The achievable amount must be determined for each individual asset, unless an asset generates no cash flow which is essentially independent of those generated by other assets or groups of assets. If the carrying value of an asset exceeds its achievable value, the asset is impaired and is written down to its achievable value.

To determine the utility value, the expected future cash flows are discounted to their cash value at a pre-tax discount rate which reflects current market expectations regarding the interest effect and the risks specific to the asset. An appropriate valuation model is applied to determine the fair value less sales costs. This model is based on valuation multipliers or other available indicators of fair value.

Impairment costs at going-concern business units are recognized in the income statements under cost headings which correspond with the function of the impaired asset.

An investigation is similarly made at the end of every reporting period to determine whether there are grounds to believe that a previously recognized impairment no longer exists or is reduced. If such grounds exist the group makes an estimate of the achievable amount. A previously recognized impairment will only be reversed if the estimated amount that may be achieved has changed since the last occasion on which an impairment was recognized. Should this be the case, the carrying value of the asset is increased to its achievable value. This amount must not however exceed the carrying value that would apply after scheduled depreciation if no impairment of the asset were to have been recognized in preceding years. A write-up is recognized in the result for the period.

In the financial year under review, as in the previous year, there were no impairments of non-current non-financial assets pursuant to IAS 36.

## 15. Tangible and intangible assets

Tangible fixed assets and intangibles are valued at cost less cumulative scheduled linear depreciation. Assets are depreciated over periods of between 1 and 5 years. By way of exception to the above, leasehold fixtures are depreciated over the term of the lease or over their estimated service life if this is shorter. The business premises acquired in Meerbusch are depreciated over a service life of 33 years. The cost of acquisition is deemed to be the amount paid in cash or cash equivalents to purchase the asset. At the end of the reporting period the company had no intangible assets with an indefinite service life.

Write-downs on tangible fixed assets and intangibles with limited service life are recognized in the income statement under the expense heading which corresponds to the function of the asset in the company.

A tangible fixed asset or intangible is derecognized either when it is disposed of or when there is no economic benefit to be expected from the continuing use or sale of the asset. The profits or losses resulting from the derecognition of the asset are calculated as the difference between the net sale proceeds and the carrying value of the asset and recognized in the income statement in the period in which the asset is derecognized.

Residual values, service lives and methods of depreciation are reviewed at least at the end of each financial year and adjusted as required. Alterations to the method or period of depreciation necessitated by changes in the expected service life or expected consumption of the future economic benefit of the asset are treated as changes in estimates.

## 16. Taxes

**Actual taxes on income**
The actual tax refund claims and tax liabilities for current and previous periods are measured at the amount in which a refund is expected from or payment expected to the tax authorities. This amount is in turn calculated on the basis of the tax rates and tax regulations applying on the balance sheet closing date.

ATOSS Software SE does not fall within the scope of application of the Minimum Taxation Act as the consolidated revenue in the 2025 financial year of Mio. EUR 189 is, as in the previous year, below the threshold of Mio. EUR 750.

**Deferred taxes**
Tax deferrals are determined in application of the liability method, based on temporary differences existing at the end of the reporting period between the value at which an asset or liability is reported on the balance sheet and its value for tax purposes.

Deferred tax claims are recognized for all tax-deductible temporary differences, unused tax loss carryforwards and unused tax credits in the amount in which taxable income against which tax-deductible temporary differences and unused tax loss carryforwards and tax credits can be offset is likely to be available.

The carrying value of deferred tax claims is reviewed on each balance sheet closing date and reduced accordingly if it is no longer likely that adequate taxable income will be available against which the deferred tax claim might at least in part be offset. Deferred tax claims not carried on balance sheet are reviewed at the end of each reporting period and taken on balance sheet in the amount in which it is now likely that future taxable income will allow the deferred tax claim to be realized.

Deferred tax claims and liabilities are calculated at the tax rates likely to apply in the period in which an asset is realized or a liability satisfied. The tax rates and tax regulations applying on the balance sheet closing date are taken as a basis. Future changes in tax rates must be taken into account on the balance sheet closing date provided that the necessary material conditions for these changes to become effective are fulfilled in the form of legislation.

Deferred taxes relating to items recognized in equity are similarly recognized. Dependent on the underlying business event, these deferred taxes may be recognized either in other income or directly in equity.

Deferred tax claims and deferred tax liabilities are offset against one another provided that the Group has an enforceable claim to set off actual tax refund claims against actual tax liabilities and these relate to income taxes on the same taxable entity, levied by the same tax authority.

**Turnover tax**
Expenses and assets are generally recognized after deduction of turnover tax. Exceptions apply in the following cases:

- If the turnover tax incurred when assets or services are purchased cannot be reclaimed from the tax authority, the tax paid is recognized as a part of the manufacturing cost of the asset or as part of the expense.
- Receivables and liabilities are reported at an amount including the turnover tax.

The amount of turnover tax refunded by or remitted to the tax authority is recognized in the consolidated balance sheet under other non-financial assets – or other non-financial liabilities.

## 17. Financial liabilities

As a general rule, when financial liabilities are recognized for the first time, they are shown at their fair value and in subsequent measurements at their amortized cost by applying the effective interest method. Financial liabilities measured at their amortized cost comprise trade payables and other liabilities. In the case of financial liabilities measured at their fair value through other comprehensive income in subsequent measurements, the initial measurement is conducted after deducting transaction costs. The Group does not make use of the option to classify financial liabilities at fair value through profit or loss on their initial recognition (FVPL option).

A financial liability is derecognized when the underlying obligation is satisfied, terminated or expired.

## 18. Provisions

A provision is reported if the Group is under a present statutory or actual obligation resulting from a past event, if it is likely that resources having an economic value will be expended to satisfy the obligation and a reliable estimate can be made of the extent of the obligation. Insofar as the Group expects an accrual carried as a liability to be at least in part reimbursed as, for example, under an insurance contract, provided that it is as good as certain that it will be received, the reimbursement is carried as a separate asset. The cost of forming the provision is reported in the income statement after deduction of the reimbursement.

The company anticipates that the remaining time to maturity of current provisions will be less than one year.

## 19. Pension provisions and other personnel-related benefits

A pension commitment exists in favor of the CEO of ATOSS Software SE, Munich, which is classified as a defined benefits plan. Pursuant to this plan, pension payments will commence when the recipient reaches the age of 65. Due to the extension of the CEO's contract until 12/31/2026, his pension has been postponed until 01/01/2027. Pension payments will be paid for life. To cover this pension commitment the company has arranged pension liability insurance cover with insurers who enjoy positive ratings and assigned the entitlements arising therefrom with the result that the attributable fair value of the assets of the plan deriving from the pension liability insurance policies are netted against the benefit obligation.

For measurement purposes, the projected unit credit method is applied. In accordance with this method, the pension units accrued in individual years are regarded as building blocks which collectively form the pension obligation. The cost of the pension is a product of the cost of interest on accrued pension rights already reported at cash value, the current service cost, the past service cost resulting from the changes in the pension commitment and the expected income from the plan assets. The defined benefit obligation is the dynamic cash value of the pro rata accrued pension units, taking into account the fact that future pension rights have already been proportionately accrued.

The pension provision was calculated on the basis of an assumed interest rate of 4.05 percent (previous year: 3.17 percent) and a contractually defined pension trend of 3.0 percent (previous year: 3.0 percent) and a salary trend of 0.0 percent (previous year: 0.0 percent). As in the previous year, the biometric tables prepared by Prof. Dr. Klaus Heubeck [Richttafeln 2018 G] were applied.

Indirect commitments are reported as a defined contribution plan or defined benefit plan, depending on how they are structured.

For two members of the Management Board and employees with 15 or more years of service, there are commitments through a reinsured benevolent fund. The company pays contributions for the latter into a private retirement pension scheme in the form of a benevolent fund for the duration of their employment. For one member of the Management Board, there is also a commitment through a pension fund and direct insurance policy. These plans are reported as defined contribution plans. These contributions in financial year 2025 for the benevolent fund, pension fund and direct insurance policy amounted to EUR 290,466 (previous year: EUR 287,247).

The Group also maintains contributory pension plans into which the Group pays defined contributions. The Group's legal or constructive liability for the plans is limited to these contributions. The expense recognized in the current reporting period for pension insurance contributions amounts to EUR 4,530,901 (previous year: EUR 3,942,467).

Please refer to Notes 53 and 56 for the measurement methods used for the Restricted Stock Units and Phantom Stock Options.

## 20. Revenue from contracts with customers

ATOSS Software SE generates sales revenues from licensing software products to end users or to resellers, from Cloud & Subscriptions, from maintenance contracts, consulting services, the sale of hardware as well as from providing other goods and services. Sales revenues are recognized at the level of the consideration which the Group is likely to receive in exchange for these goods or services. Invoices are issued in accordance with the contractual conditions; payment terms normally provide for payment within 10 days of the invoice date.

(a) Revenues from Cloud & Subscriptions

Sales revenues from Cloud & Subscriptions, including maintenance and hotline services, represent revenues from the granting of a right to use software functions in a cloud-based infrastructure hosted by third-party providers commissioned by ATOSS. The customer has no right to terminate the hosting contract and take possession of the software either to run it in its own IT infrastructure or to commission a third hosting provider, not associated with the Group, to host and manage the software. The revenues from Cloud & Subscriptions are usually recognized in accordance with the time elapsed, in installments over the term of the cloud contract in compliance with the output method described in IFRS 15.B14 (a).

As a result of the indexation written into ATOSS's general terms and conditions, the transaction price includes a variable component. ATOSS determines the indexation rate for each country annually, in line with the contractual terms. The indexation mechanism applies for the full duration of the customer contract. Reflecting the economic content of the terms as an adjustment for general and company-specific cost increases, the variable transaction price is recognized in the period in which the related contractual obligation is fulfilled.

ATOSS currently expects no material impact on revenue recognition in relation to Regulation (EU) 2023/2854 of the European Parliament and of the Council of 12/13/2023, known as the EU Data Act.

(b) Maintenance and hotline services for on-premises software licenses

Maintenance and hotline revenues are generally recognized in accordance with the time elapsed and thus in installments over the term of the support contract in compliance with the output method described in IFRS 15.B14 (a). Amounts for maintenance services which are only provided in later periods, thus only affecting the P&L at the same time, are normally invoiced six months or a year in advance, and are shown as contractual liabilities.

See section (a) for remarks regarding the indexation written into ATOSS's general terms and conditions.

(c) Provision of services

The Group provides consulting and implementation services, which are generally invoiced by the Customer Services and Support division on a monthly basis after the services have been rendered, separately from sold cloud subscriptions, on-premises software licenses or hardware. This applies to the vast majority of the Group's contracts.

(d) Sale of goods

For the sale of on-premises software licenses, hardware or IDs for time recording and access modules, sales are realized at the time when control of the asset is transferred to the customer (transfer of risk).

Hardware

For revenue from hardware sales, the Group maintains control over the hardware until it is transferred to the customer and is therefore considered the principal. The following indicators support this estimation:

- The company is primarily responsible for fulfilling the commitment to supply the hardware.
- The Group has a margin of discretion in setting the price for the hardware.
- The risk of accidental loss is borne by the company.

Long-term production orders

With regard to on-premises software solutions, in exceptional cases, implementation can only be carried out by ATOSS's implementation consultants due to the scope and complexity of the requirements. These cases are referred to internally as "long-term production orders" and are accounted for in accordance with IFRS 15.35 (c) when:

- the service cannot be substituted by services from an ATOSS partner or by the customer performing the work themselves,
- particularly extensive implementation periods are required, or
- additional scripting to meet the requirements can only be performed by ATOSS's implementation consultants,
- and provided that the customer expects delivery of a fully functional overall system, without necessarily opting for the legal structure of a service contract.

With regard to "long-term production orders" (i.e. generally orders that, from the customer's perspective, resemble service contracts), revenue from on-premises software licenses is recognized based on implementation milestones, in proportion to the project progress of consulting and implementation services performed relative to the total expected scope of such services. The progress of the project is in turn measured on the basis of documentation maintained by the project managers and the overall assessment of the management based on the output-oriented method as per IFRS 15.B14 (a). For these long-term production orders, the consulting and implementation services performed are billed separately as consulting services on a monthly basis according to the services rendered ("time and materials").

The amounts invoiced in advance for long-term production orders which are only performed in later periods when they are recognized in P&L, are shown as contractual liabilities.

However, the shift from an on-premises to a cloud-based business model has resulted in a significant decline in revenue from long-term production orders in recent years.

**Revenue recognition of individual service obligations**

Customer contracts at ATOSS may comprise various service obligations, such as the sale of software, the provision of services, maintenance and hotline services, as well as the sale of hardware. A separate selling price is determined for each service. Revenue is recognized when the respective service obligation is fulfilled.

**Contract assets**

A contract asset is a right to receive consideration in exchange for goods or services supplied to a customer. If the Group meets its contractual obligations in supplying goods or services to a customer before the customer gives consideration or before payment is due, an asset is recognized for a conditional claim to consideration. As in the previous year, contract assets existed only to an immaterial extent as of 12/31/2025.

**Trade receivables**

A receivable is the Group's unconditional claim to consideration (i.e. it falls due automatically through the lapse of time). The accounting methods applied for financial assets are explained in Section II.12.

**Contractual liabilities**

A contractual liability is an obligation upon the Group to transfer goods or services to a customer from whom the Group has received (or has yet to receive) a consideration. Where a customer pays a consideration before the Group has transferred the goods or services, a contractual liability is recognized when the payment is made or becomes due (whichever occurs first). Contractual liabilities are recognized as income as soon as the Group has fulfilled its contractual obligations. As of 12/31/2025 these liabilities amount to EUR 3,300,213 (previous year: EUR 3,181,854).

**Orders received**
The value of orders received corresponds with the estimated revenues deriving from accepted orders for cloud subscriptions, maintenance services, and hotline services, in respect of which enforceable rights and obligations exist. The calculation is based on the agreed minimum contract term, starting from either the date the license is fully granted or the contractually specified latest date that the license can be exercised. Contract cancellations received up to the reporting date are recognized until the end of the contract term. Declarations of intent are not included within orders received.

The entire transaction price allocated as of 12/31/2025 to unfulfilled or partially unfulfilled service obligations with an original term of more than 12 months, amounted to EUR 229,698,021 (previous year: EUR 189,873,953). Future increases resulting from variable transaction price components are not included in the calculation, as future indexations cannot currently be anticipated. The anticipated schedule for recognition of the corresponding revenue is as follows:

| EUR | 12/31/2025 |
|---|---|
| 2026 | 104,925,383 |
| 2027-2030 | 117,890,060 |
| post 2030 | 6,882,578 |
| **Total future revenue from contracts with customers** | **229,698,021** |

| EUR | 12/31/2024 |
|---|---|
| 2025 | 87,192,892 |
| 2026-2029 | 101,803,654 |
| post 2029 | 877,407 |
| **Total future revenue from contracts with customers** | **189,873,953** |

## 21. Other operating income and interest earnings

Other operating income is recognized provided that it is probable that the economic benefit will accrue to the Group and the amount of income can be reliably determined, irrespective of the time payment is made.

Interest earnings are recognized when the interest arises, or in the case of all financial instruments valued at amortized cost, at the effective interest rate. They are reported in profit and loss as a component of financial income.

## 22. Research and development costs

Development costs are generally recognized as expenses in profit and loss. The criteria of IAS 38.57 are usually not met as employees only introduce minor updates or improvements to individual areas of the programs distributed by the company on an ongoing basis. Insofar as these adjustments relate only to the requirements of one individual customer, the corresponding expense is attributed to the relevant customer project. With regard to performance, the improvement of the existing product architecture forms one of the main areas on which the company's development work is focused. Given that this work serves to support the continuing development of existing software versions, and insofar as the independent use or sale thereof would not be possible without the historical underlying basic product, it is not possible for us to identify independent future economic benefits.





## 23. Leasing

The Group rents various offices and vehicles. Rental contracts are usually concluded for fixed terms of 6 months to 10 years, but may have extension options as described below.

Contracts can contain both lease and non-lease components. The Group allocates the transaction price to these components on the basis of their relative individual prices. Lease contracts for land which the Group leases as the lessee form an exception to this rule. In such cases, the Group makes use of its option of not making any split between lease and non-lease components and instead reports the contract as a whole as a lease contract.

Rental conditions are individually negotiated and contain numerous different terms. Lease contracts do not contain any loan terms unless the leased properties serve as collateral for the lessee. It is thus not possible for leased assets to be used as collateral for taking out a loan. Leases have been accounted for as a right of use and corresponding lease liability at the time when the leased property is available to the Group for use.

Assets and liabilities from leases are recognized at their present values at initial recognition. Lease liabilities contain the present values of the following lease payments:
- fixed payments (including in-substance fixed payments less any lease incentives to be received)
- variable lease payments linked to an index or (interest) rate, initially measured using the index or interest (rate) on the date of provision
- amounts that the lessee will probably have to pay as part of residual value guarantees
- the exercise price of a purchase option if the lessee is sufficiently certain to exercise it
- penalties for terminating the lease if the term takes account of the fact that the lessee will exercise a termination option.

In addition, lease payments made on the basis that it is reasonably certain that options to extend will be taken up, are also included when measuring the lease liability.

Lease payments are calculated using the lessee's incremental borrowing interest rate, i.e. the rate of interest that the lessee in question would have to pay if the lessee had to borrow funds in order to acquire a comparable asset of comparable value for a comparable term with comparable collateral under comparable conditions in a comparable economic environment. To determine the incremental borrowing interest rate, the Group takes as its starting point a risk-free interest rate and adapts it to fit the lessee's credit risk (so-called build-up approach). Further adjustments relate to term of the lease, the economic environment, the currency of the lease contract and collateralization.

The Group is exposed to possible future increases in variable lease payments arising from a change to an index or interest (rate). Any such potential changes in the lease payments are not reflected in the lease liability until they take effect. As soon as changes to an index or interest (rate) affect the lease payments, the lease liability is adjusted to fit the right of use. Lease payments are divided into principal and interest. The interest portion is recognized in profit or loss over the term of the lease resulting in each period in a steady interest rate for the period on the residual amount of the liability.

Rights of use are measured at the cost of acquisition which is made up as follows:
- the initial measurement of the lease liability
- all lease payments made on or before the date of provision less any lease incentives received
- all direct initial costs incurred by the lessee, and
- estimated costs incurred by the lessee in dismantling or removing the underlying asset, restoring the site where it is located or in returning the underlying asset to the condition required in the lease agreement.

Rights of use are amortized on a straight-line basis over the service life or term of the underlying lease contract, whichever is the shorter. If it is reasonably certain from the perspective of the Group that an option to extend will be exercised, amortization will be based on the service life of the underlying asset.

Payments for short-term leases of vehicles and leases for assets of low value are recorded as expenses in profit and loss on a straight-line basis. Lease contracts with a term of up to 12 months are regarded as short-term leases. Assets of low value comprise IT equipment, in particular.

Many of the Group's lease contracts for real estate and systems contain options for extension and termination. Such contractual terms are used in order to preserve maximum operational flexibility for the Group with regard to the assets it uses. They are taken into account provided existing extension and termination options can be exercised by the Group and not directly by the relevant lessor.

In determining the term of leases, the company takes account of all facts and circumstances which offer a financial incentive to exercise extension options or not to exercise termination options. Changes to terms resulting from the exercising of options to extend or terminate are only included in the contractual term if it is reasonably certain that an extension will be concluded or that an option to terminate will not be exercised.

With regard to the leasing of office space, the following considerations apply when determining the term of leases:
- If the Group is faced with significant fines if it exercises an option to terminate or refrains from exercising an option to extend, it can be regarded as reasonably certain that the Group will not terminate the contract or that it will extend.
- In addition, other factors are taken into account such as historical lease terms as well as costs and downtime which will confront the Group if a leased asset has to be replaced.

Options to extend in connection with the leasing of office buildings and vehicles are not included in determining the term of the lease and thus the lease liability due to insufficient certainty regarding their exercise, as the Group could replace such assets without any substantial costs or downtime.





# III. Notes to the Consolidated Balance Sheet

## 24. Cash and cash equivalents

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Fixed-term deposits (in EUR + CHF + USD) | 54,231,923 | 58,069,453 |
| Cash at banks | 36,995,149 | 24,597,415 |
| **Total of cash and cash equivalents** | **91,227,072** | **82,666,868** |

Fixed-term deposits are invested at interest rates of up to 2.05 percent (previous year: 4.18 percent) for the agreed term. With original terms of up to three months, these deposits serve the company as a means of covering its short-term liquidity requirements, since no significant economic loss can be expected even if these investments are terminated prematurely. Other bank balances bore interest at a rate of up to 1.9 percent in 2025 (previous year: 1.6 percent).

Cash and cash equivalents increased by EUR 8,560,204 to EUR 91,227,072 despite the negative cash flow from investment activities (EUR -1,000,133) and financing activities (EUR -37,501,665). The increase in cash and cash equivalents is due to the positive cash flow from operating activities (EUR 47,231,857). The negative cash flow from investment activities results from the acquisition of fixed assets (EUR -1,000,133). The negative cash flow from financing activities is due to the dividend distribution of EUR 33,880,359 carried out at the beginning of May 2025 and the settlement of lease liabilities and related interest in an amount of EUR 3,621,306.

Fixed-term deposits and other cash sums are invested with prestigious financial institutions (banks and insurance companies) with positive ratings.

The fair value of the company's cash and cash equivalents equates to the book value and accordingly stands at EUR 91,227,072 (previous year: EUR 82,666,868).

## 25. Other financial assets and trade receivables

Other financial assets and trade receivables were composed as follows:

**Trade receivables**
The reported trade accounts receivable were composed as follows:

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Gross receivables | 12,781,939 | 10,872,016 |
| Less impairments | -1,821,925 | -1,559,202 |
| **Net receivables (carrying value)** | **10,960,014** | **9,312,814** |

On 12/31/2025 there were no receivables with due dates which had been extended (previous year: EUR 0). As in the preceding year there were no receivables with a remaining time to maturity of more than one year.

In general, trade accounts receivable are due for payment within 10 days. As of 12/31/2025 writedowns in the amount of EUR 1,821,925 (previous year: EUR 1,559,202) were recorded. The writedowns on trade receivables are calculated on the basis of the simplified approach taking account of expected future credit losses.

The value adjustment account developed as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Status 01/01 | 1,559,202 | 1,278,089 |
| Expense allocations | 610,117 | 442,914 |
| Usage | -210,233 | -71,386 |
| Liquidations | -137,161 | -90,415 |
| **Status 12/31** | **1,821,925** | **1,559,202** |

The company demands no securities from its customers.

The aging report for trade receivables shows the following:

| 12/31/2025 | not due | overdue (to 30 days) | overdue (31- 60 days) | overdue (61- 90 days) | overdue (91- 120 days) | overdue (from 121 days) | Total 12/31/2025 |
|---|---|---|---|---|---|---|---|
| Gross receivables in EUR | 7,825,320 | 2,385,058 | 603,241 | 202,925 | 57,655 | 1,707,740 | 12,781,939 |
| Adjustment in EUR | -71,895 | -80,347 | -69,991 | -74,841 | -50,448 | -1,474,403 | -1,821,925 |
| **Net receivables* (carrying value) in** | **7,753,425** | **2,304,711** | **533,250** | **128,084** | **7,207** | **233,337** | **10,960,014** |
| Expected loss rate** | 1.1% | 3.9% | 13.3% | 42.2% | 100.0% | 100.0% | |

| 12/31/2024 | not due | overdue (to 30 days) | overdue (31- 60 days) | overdue (61- 90 days) | overdue (91- 120 days) | overdue (from 121 days) | Total 12/31/2024 |
|---|---|---|---|---|---|---|---|
| Gross receivables in EUR | 6,067,370 | 2,729,145 | 427,078 | 230,758 | 110,937 | 1,306,728 | 10,872,016 |
| Adjustment in EUR | -62,642 | -102,735 | -66,041 | -92,138 | -87,930 | -1,147,716 | -1,559,202 |
| **Net receivables* (carrying value) in** | **6,004,728** | **2,626,410** | **361,037** | **138,621** | **23,006** | **159,012** | **9,312,814** |
| Expected loss rate** | 1.0% | 4.5% | 18.0% | 44.8% | 100% | 100% | |

* remaining share includes turnover tax
** loss rate excluding turnover tax

Other financial assets and trade receivables were composed as follows:

**Other current financial assets and precious metals**

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Investment funds | 5,263,740 | 5,220,541 |
| Gold | 4,706,080 | 3,151,040 |
| Fixed-term deposits (EUR) | 20,288,501 | 20,021,556 |
| Silver | 39,600 | 16,300 |
| Dividend-bearing securities | 3,655 | 3,727 |
| **Total of other (current) financial assets and precious metals** | **30,301,576** | **28,413,164** |

**Other non-current financial assets and precious metals**

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Gold | 1,707,290 | 1,139,435 |
| Security deposits | 523,862 | 517,140 |
| **Total of other (non-current) financial assets and precious metals** | **2,231,152** | **1,656,575** |

Valuation of current and non-current gold holdings at fair value results in financial income of EUR 2,122,895 (previous year: EUR 1,092,430). In addition, income from the revaluation of short-term investment funds amounting to EUR 43,198 (previous year: EUR 48,812) was recognized as financial income. Distributions from the investment of liquid assets in an investment fund serving as an alternative short-term investment, resulted in financial income of EUR 91,193 (previous year: EUR 88,913).

The fair value of financial assets in the case of dividend-bearing securities, precious metals, fixed-term deposits and fund investments is measured on the basis of stock market prices on active markets (Level 1). In order to calculate the fair value of claims on endowment insurance policies, the Group applies the asset value (Level 3) as reported annually by the other contracting party. As of 12/31/2025, the maximum default risk equates to the fair value.

## 26. Other current non-financial assets

Other current non-financial assets in the amount of EUR 3,594,497 (previous year: EUR 3,458,310) essentially include deferrals of EUR 2,818,167 (previous year: EUR 2,682,584) as well as receivables from the Tax office relating to advance tax payments in an amount of EUR 496,597 (previous year: EUR 317,422).

## 27. Fixed assets

The development in fixed assets in the financial year was as follows:

| | **Acquisition and manufacturing costs** | | | | | **Cumulative depreciation** | | | | **Net carrying values** | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| EUR | 01/01/2024 | Additions | Transfers | Disposals | 12/31/2024 | 01/01/2024 | Additions | Disposals | 12/31/2024 | 12/31/2024 | 12/31/2023 |
| I. Intangible assets | | | | | | | | | | | |
| Software | 879,463 | 0 | 0 | 0 | 879,463 | 646,965 | 64,305 | 0 | 711,270 | 168,193 | 232,498 |
| | **879,463** | **0** | **0** | **0** | **879,463** | **646,965** | **64,305** | **0** | **711,270** | **168,193** | **232,498** |
| II. Property, plant and equipment | | | | | | | | | | | |
| Land and buildings | 2,138,011 | 0 | 0 | 0 | 2,138,011 | 810,568 | 57,949 | 0 | 868,517 | 1,269,494 | 1,327,443 |
| Technical equipment | 66,016 | 0 | 0 | 0 | 66,016 | 41,141 | 5,341 | 0 | 46,482 | 19,534 | 24,875 |
| Office and business equipment | 7,040,512 | 925,008 | 121,300 | -3,250 | 8,083,570 | 4,188,121 | 1,088,643 | -3,140 | 5,273,624 | 2,809,946 | 2,852,391 |
| Advance payments and assets under construction | 121,300 | 0 | -121.300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 121,300 |
| | **9,365,838** | **925,008** | **0** | **-3,250** | **10,287,597** | **5,039,829** | **1,151,933** | **-3,140** | **6,188,623** | **4,098,974** | **4,326,009** |
| **Total** | **10,245,301** | **925,008** | **0** | **-3,250** | **11,167,060** | **5,686,794** | **1,216,238** | **-3,140** | **6,899,893** | **4,267,167** | **4,558,507** |

| EUR | 01/01/2025 | Additions | Transfers | Disposals | 12/31/2025 | 01/01/2025 | Additions | Disposals | 12/31/2025 | 12/31/2025 | 12/31/2024 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| I. Intangible assets | | | | | | | | | | | |
| Software | 879,463 | 10,611 | 0 | 0 | 890,074 | 711,270 | 65,234 | 0 | 776,504 | 113,570 | 168,193 |
| | **879,463** | **10,611** | **0** | **0** | **890,074** | **711,270** | **65,234** | **0** | **776,504** | **113,570** | **168,193** |
| II. Property, plant and equipment | | | | | | | | | | | |
| Land and buildings | 2,138,011 | 0 | 0 | 0 | 2,138,011 | 868,517 | 57,949 | 0 | 926,466 | 1,211,545 | 1,269,494 |
| Technical equipment | 66,016 | 0 | 0 | 0 | 66,016 | 46,482 | 4,527 | 0 | 51,009 | 15,007 | 19,534 |
| Office and business equipment | 8,083,570 | 986,810 | 0 | -94,946 | 8,975,434 | 5,273,624 | 1,127,522 | -94,863 | 6,306,283 | 2,669,151 | 2,809,946 |
| Advance payments and assets under construction | 0 | 2,712 | 0 | 0 | 2,712 | 0 | 0 | 0 | 0 | 2,712 | 0 |
| | **10,287,597** | **989,522** | **0** | **-94,946** | **11,182,173** | **6,188,623** | **1,189,998** | **-94,863** | **7,283,758** | **3,898,415** | **4,098,974** |
| **Total** | **11,167,060** | **1,000,133** | **0** | **-94,946** | **12,072,247** | **6,899,893** | **1,255,232** | **-94,863** | **8,060,262** | **4,011,985** | **4,267,167** |

All non-current assets are located in the countries of origin of the respective Group companies (Germany, Austria, Switzerland, Romania, India), the majority being in Germany. As of 12/31/2025, the following allocation applies to the Group companies in Germany: 99% of intangible assets, 97% of tangible fixed assets, 65% of rights of use, 95% of capitalized contract costs, and 22% of other non-current financial assets.

## 28. Leases

The following items are shown in the balance sheet in connection with leases:

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| **Rights of use** | | |
| Buildings | 4,864,999 | 4,700,694 |
| Vehicles | 1,511,711 | 1,404,360 |
| | **6,376,710** | **6,105,054** |

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| **Lease liabilities** | | |
| Short-term | 3,158,934 | 2,980,028 |
| Long-term | 3,676,184 | 3,609,342 |
| | **6,835,118** | **6,589,370** |

Allocations to rights of use in the 2025 financial year amounted to EUR 3,771,691 (previous year: EUR 1,500,166). Disposals amount to EUR 0 (previous year: EUR 0).

The income statement shows the following amounts in connection with leases:

| EUR | 2025 | 2024 |
|---|---|---|
| **Depreciation of usage rights** | | |
| Buildings | 2,490,812 | 2,260,236 |
| Vehicles | 1,009,223 | 925,459 |
| | **3,500,035** | **3,185,695** |
| | | |
| **Interest expense (recognized under finance costs)** | **123,665** | **121,441** |
| | | |
| **Expenses for short-term leases** | **450,658** | **376,114** |

Total cash outflows for leases in accordance with IFRS 16 in 2025 amounted to EUR 3,621,306 (previous year: EUR 3,303,464).

The overall costs of all rental and lease agreements in financial year 2025 amounted to EUR 4,074,358 (previous year: EUR 3,683,250).

## 29. Capitalized contract costs

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Capitalized contract costs | 11,449,450 | 7,284,919 |
| **Total capitalized contract costs** | **11,449,450** | **7,284,919** |

As of 12/31/2025, the carrying amount of the capitalized contract costs was EUR 11,449,450 (previous year: EUR 7,284,919). Contract initiation costs include sales commissions paid to employees in an amount of EUR 1,984,547 (previous year: EUR 1,760,541) and to third-party brokers/partners in an amount of EUR 9,464,903 (previous year: EUR 5,524,378) in direct and indirect sales channels as part of the cloud subscriptions business. Overall contract costs in an amount of EUR 6,998,906 (previous year: EUR 5,053,486) were capitalized in financial year 2025 and capitalized contract costs in an amount of EUR 2,834,375 (previous year: EUR 3,107,379) were expensed on a straight-line basis over the estimated duration of the customer relationship.

## 30. Income taxes

The tax liabilities in each case comprise the taxes on income for the past financial year and also preceding years if appropriate. For details of tax charges and refunds, please refer to Note 48.

The deferred taxes reported in the accounts were composed as follows:

| EUR | Deferred tax assets | | Deferred tax liabilities | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | | | | |
| Capitalized contract costs | 0 | 0 | 3,663,117 | 2,345,107 |
| Rights of use | 0 | 0 | 2,116,819 | 2,048,441 |
| Current financial assets | 0 | 0 | 1,023,336 | 498,384 |
| Non-current financial assets | 0 | 0 | 324,680 | 194,073 |
| Pension provisions (plan assets) | 0 | 0 | 52,918 | 48,338 |
| Long-term production orders | 0 | 0 | 0 | 1,158,756 |
| | | | | |
| | | | | |
| Lease liabilities | 2,175,134 | 2,119,408 | 0 | 0 |
| Pension provisions | 453,649 | 743,842 | 0 | 0 |
| Personnel provisions | 364,772 | 364,466 | 0 | 0 |
| Adjustments | 171,455 | 100,939 | 0 | 0 |
| Unrealized exchange rate differences | 62,153 | 3,366 | 0 | 0 |
| Liabilities for AGM expenses | 24,285 | 23,636 | 0 | 0 |
| Fixed assets | 19,034 | 26,764 | 0 | 0 |
| Current financial assets | 3,566 | 3,566 | 0 | 0 |
| | **3,274,048** | **3,385,987** | **7,180,870** | **6,293,100** |
| | | | | |
| of which long-term | 1,631,727 | 2,763,790 | 3,794,052 | 4,841,010 |
| of which short-term | 1,642,321 | 622,197 | 3,386,818 | 1,452,090 |
| | **3,274,048** | **3,385,987** | **7,180,870** | **6,293,100** |

Deferred tax assets in an amount of EUR 3,274,048 were netted against deferred tax liabilities in an amount of EUR 7,180,870, resulting in total deferred tax liabilities of EUR 3,906,822 (previous year: EUR 2,907,113).

Since the 2019 assessment period, there has been a fiscal union for income tax purposes between ATOSS Software SE as the controlling company and its subsidiary ATOSS Aloud GmbH as the controlled company. The Group has taxable loss carry-forwards in the amount of EUR 1,582,328 (previous year: EUR 1,582,328) for which no deferred taxes have been capitalized. The unit concerned has a history of losses and it is accordingly not currently possible to project when these will be utilized. The losses can be carried forward indefinitely and do not expire.

The Group management has decided to retain the profits at subsidiaries which were not distributed in 2025. It is agreed between Group management and the subsidiaries that distributions will be made only with the consent of Group management. In respect of the subsidiaries, no tax deferrals were formed in the reporting period on temporary differences. Temporary differences in 2025 amount to EUR 849,114 (previous year: EUR 2,898,556).

The tax rate applicable to ATOSS Software SE, Munich, is composed as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Earnings before taxes | 100% | 100% |
| Trade tax | -16.68% | -16.55% |
| Corporation tax at 15.00% on taxable profits | -15.00% | -15.00% |
| Solidarity surcharge of 5.50% on corporation tax | -0.83% | -0.83% |
| Nominal proportion of untaxed earnings | 67.49% | 67.62% |
| **Computed tax rate** | **32.51%** | **32.38%** |

The tax rate for subsidiaries in Austria stood at 23 percent (previous year: 23 percent), in Switzerland 25 percent (previous year: 25 percent), in Romania 16 percent (previous year: 16 percent) and in India 25 percent. The tax rate for the Dutch facility is 19 percent (previous year: 19 percent), for the Belgian facility 25 percent (previous year: 25 percent), for the Swedish facility 21 percent (previous year: 21 percent) and for the French facility 15 percent (previous year: 15 percent). The US subsidiary is not yet operational. The reconciliation of the expected group tax charge to the actual tax charge as per IAS 12.81 is illustrated as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| **Pre-tax earnings pursuant to IFRS** | **71,940,762** | **66,981,953** |
| Expected tax charge (2025: 32.51%; 2024: 32.38%) | -23,387,942 | -21,688,756 |
| Non-deductible operating expenses | -85,834 | -46,528 |
| Payment of tax arrears for previous years | -239,486 | -108,140 |
| Lower tax rates at Group companies and branches | 291,855 | 202,451 |
| Trade tax add-backs | -99,842 | -73,157 |
| Interests as per Sec. 8b KStG | -44,409 | -35,133 |
| Tax effect of an employee option plan that is not deductible (taxable) in the calculation of taxable income | 0 | 185,816 |
| Other | -7,636 | 32,189 |
| **Actual Group tax charge** | **-23,573,294** | **-21,531,258** |

The company anticipates that in future financial years the tax rate applicable to the parent company will be 32.51 percent. The gradual reduction of the corporation tax rate in Germany beginning in 2028 has only an immaterial effect on the measurement of deferred tax assets and deferred tax liabilities as of the reporting date. As a result, on the one hand, of non-deductible operating expenses and interests as per § 8b KStG and, on the other, of lower tax rates at Group companies and branches, the actual tax charge may be somewhat higher or lower than this figure.

## 31. Credit lines

An unsecured credit line in the amount of EUR 975,000 (previous year: EUR 975,000) is in place with the principal bank of the integrated companies which may optionally be used for guarantee purposes or as an overdraft facility. In financial year 2025, an amount of EUR 286,577 was used for guarantees (previous year: EUR 286,577). As in the previous year, there were no liabilities to banks.





## 32. Financial liabilities

As of 12/31/2025, the contractual maturities of non-derivative financial liabilities were as follows:

| Contractual maturities of financial liabilities in EUR | Up to 3 months | 3 months to 1 year | > 1 year | Total contractual cash flows | Carrying amounts of liabilities |
|---|---|---|---|---|---|
| As of 12/31/2025 | | | | | |
| Trade accounts payable | 2,585,768 | 0 | 0 | 2,585,768 | 2,585,768 |
| Lease liabilities | 888,511 | 2,270,422 | 3,781,938 | 6,940,871 | 6,835,118 |
| **Total** | **3,474,279** | **2,270,422** | **3,781,938** | **9,526,639** | **9,420,886** |

| Contractual maturities of financial liabilities in EUR | Up to 3 months | 3 months to 1 year | > 1 year | Total contractual cash flows | Carrying amounts of liabilities |
|---|---|---|---|---|---|
| As of 12/31/2024 | | | | | |
| Trade accounts payable | 1,959,285 | 0 | 0 | 1,959,285 | 1,959,285 |
| Lease liabilities | 828,723 | 2,151,305 | 3,676,003 | 6,656,031 | 6,589,370 |
| **Total** | **2,788,008** | **2,151,305** | **3,676,003** | **8,615,316** | **8,548,655** |

## 33. Other current and non-current financial liabilities

Other current and non-current financial liabilities consist of expected invoices and include the following amounts:

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Other current financial liabilities | 6,105,494 | 4,911,327* |
| Other non-current financial liabilities | 4,362,685 | 2,453,351* |
| **Total** | **10,468,179** | **7,364,678** |

The anticipated charges relate to performances received but not yet billed prior to the qualifying date.

*Figures for the previous year were adjusted with respect to maturities and an amount of EUR 2,453,351 was reclassified from other current financial liabilities to other non-current financial liabilities.

## 34. Other current non-financial liabilities

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Liabilities for salaries and commissions | 16,923,958 | 16,876,832 |
| Other liabilities | 870,816 | 773,929 |
| **Total** | **17,794,774** | **17,650,761** |

The liabilities for salaries and commissions include claims deriving from variable salary components arising in the reporting period but not disbursed until the following year, Management Board bonuses, wage tax liabilities and provisions for vacation commitments. Other liabilities essentially include liabilities for auditing the financial statements and for and creditors with debit balances.

## 35. Contractual liabilities

**Revenues recognized in connection with contractual liabilities**

The following table shows revenues recognized in the reporting period that were included in the balance of contractual liabilities at the beginning of the period.

| EUR | 2025 | 2024 |
|---|---|---|
| Recognized revenues which were included in the balance of contractual liabilities at the beginning of the period were as follows: | | |
| Maintenance services | 65,478 | 25,069 |
| Long-term production orders | 437,450 | 301,358 |
| Cloud | 2,352,731 | 1,975,063 |
| Other | 14,274 | 616,475 |
| **Total** | **2,869,933** | **2,917,965** |

The contractual liabilities were composed as follows:

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Amounts invoiced in advance for maintenance works | 191,078 | 65,478 |
| Amounts invoiced in advance for long-term production orders | 36,540 | 749,373 |
| Amounts invoiced in advance for cloud orders | 2,353,201 | 2,352,731 |
| Other | 719,394 | 14,273 |
| **Total** | **3,300,213** | **3,181,854** |

The miscellaneous contractual liabilities stated here include sums invoiced in advance for hotline services as well as for software, hardware and services yet to be supplied. The company assumes that of the contractual liabilities amounting to EUR 3,300,213 as of 12/31/2025, the entire balance will be recognized as sales revenue in fiscal 2026.

## 36. Other current provisions

| EUR | 01/01/2025 | Drawn down | Liquidations | Transfers | Allocations | 12/31/2025 |
|---|---|---|---|---|---|---|
| Other current provisions | 152,341 | 0 | 51,361 | 2,338,707 | 514,621 | 2,954,308 |
| **Total** | **152,341** | **0** | **51,361** | **2,338,707** | **514,621** | **2,954,308** |

In addition to provisions for warranties, other current provisions essentially include provisions for share-based remuneration to employees and the two members of the Management Board, Pritim Kumar Krishnamoorthy and Christof Leiber, amounting to EUR 2,770,708 (previous year: EUR 0), which were reclassified from other non-current provisions amounting to EUR 2,338,707 due to maturity.

## 37. Pension provisions

Pension costs were comprised as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Current service cost | 0 | 0 |
| Net interest cost | 56,268 | 54,158 |
| **Pension expenses** | **56,268** | **54,158** |

Current and past service costs are reported in the income statement under sales and marketing costs, while the cost of interest and income from plan assets are reflected in net interest. Actuarial profits and losses are recognized in equity as other income and expenses.

For the year 2026 the company expects pension expenses to amount to EUR 38,526.

The obligation translates to the balance sheet as follows:

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Defined benefits obligation | 6,123,908 | 6,695,567 |
| Fair value of plan assets | -5,131,108 | -4,878,971 |
| **Pension provision** | **992,800** | **1,816,596** |

The company assigned its claims arising from the pension liability insurance arranged to cover the pension commitment in 2005 and 2010.

The changes in the cash value of the defined benefits obligation are illustrated as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Defined benefits obligation as of 01/01 | 6,695,567 | 6,494,242 |
| Cost of interest | 212,232 | 204,550 |
| Current service cost | 0 | 0 |
| Actuarial gains | -783,891 | -3,225 |
| **Defined benefits obligation as of 12/31** | **6,123,908** | **6,695,567** |

The adjustments to be allowed for in other income are attributable to actuarial profits and losses:

| EUR | 2025 | 2024 |
|---|---|---|
| Experience-based adjustment | -25,890 | -17,556 |
| Changes in financial assumptions | 809,781 | 20,781 |
| Changes in demographic assumptions | 0 | 0 |
| Deviation in actual income from plan assets relative to income calculated at the discount rate | 14,144 | 202,603 |
| **Actuarial gains and losses** | **798,035** | **205,828** |

With regard to gains recognized both in equity and through profit or loss from temporary differences between the carrying value of the pension provision on the balance sheet and the value for tax purposes, tax deferrals as well as other income tax effects were formed in the amount of EUR -253,824 (previous year: EUR -1,044). Income tax effects totaling EUR -4,580 (previous year: EUR -65.603) were formed on the gains resulting from the measurement of plan assets recognized in other comprehensive income.

The changes in the fair value of plan assets are illustrated as follows:

| EUR | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Fair value of plan assets effective 01/01 | 4,878,971 | 4,668,006 |
| Returns on plan assets calculated at the discount rate | 155,964 | 150,391 |
| Employer's contributions | 82,029 | 82,030 |
| Payments from backing assets | 0 | -224,059 |
| Actuarial profits and losses | 14,144 | 202,603 |
| **Fair value of plan assets effective 12/31** | **5,131,108** | **4,878,971** |

The actual return on plan assets in 2025 amounted to EUR 170,108 (previous year: EUR 352,994). Employer contributions and payments from backing assets are reported in operating cash flow.

Contributions to the pension plan as from financial year 2026 are expected to total EUR 82,029.

**Sensitivity analyses**
A rise or fall in essential actuarial assumptions would have affected the cash value of the pension liabilities as of 12/31/2025, as follows:

| EUR | Development in pension commitment | |
|---|---|---|
| | **0.25%** | **-0.25%** |
| Discount interest rate (initially 4.05%) | -204,637 | 215,288 |
| | **0.50%** | **-0.50%** |
| Discount interest rate (initially 4.05%) | -399,266 | 441,915 |

The above sensitivity analyses of the essential valuation parameters were prepared by a method which extrapolates the effect of realistic changes in the principal assumptions as of the end of the year on the defined benefit obligation.

The mean duration of the defined benefit obligation as of the end of the reporting period was 14.26 years (previous year: 15.98 years). This pension commitment relates to a single person and includes payment of fixed monthly sums with an agreed annual built-in dynamic which are independent of any change in salary.

## 38. Other non-current provisions

Other non-current provisions include provisions for share-based remuneration to employees and the two members of the Management Board, Pritim Kumar Krishnamoorthy and Christof Leiber, amounting to EUR 669,771 (previous year: EUR 2,658,090).

| EUR | 01/01/2025 | Drawn down | Liquidations | Transfers | Allocations | 12/31/2025 |
|---|---|---|---|---|---|---|
| Other provisions | 2,658,090 | 0 | 170,971 | -2,338,707 | 521,359 | 669,771 |
| **Total** | **2,658,090** | **0** | **170,971** | **-2,338,707** | **521,359** | **669,771** |

## 39. Equity

**Issued shares in circulation**
As of 12/31/2025, the subscribed capital of EUR 15,906,272 had been fully paid in and the company has unfettered access to it. It is divided into 15,906,272 bearer shares. Each share confers one vote and has a notional value of EUR 1 in the subscribed capital.

**Resolution to cancel the existing authorized capital and create a new authorized capital with the option to exclude subscription rights at the Annual General Meeting on 04/30/2024**

a) The authorization of the Management Board issued by the Annual General Meeting on April 30, 2021 with the consent of the Supervisory Board to increase the share capital by April 29, 2026 by issuing new, no-par value bearer shares against cash and/or contributions in kind once or several times by up to a total of EUR 1,590,627.00 (Authorized Capital) was canceled with effect from the time when the new Authorized Capital and the corresponding amendment to the articles of association were entered in the Commercial Register.

b) The Management Board was authorized with the approval of the Supervisory Board to increase the share capital once or several times by a total of EUR 3,181,254.00 (Authorized Capital) by issuing new no-par value bearer shares against cash payments and/or contributions in kind by April 29, 2029. As a general rule, shareholders must be granted subscription rights. Shareholders can also be granted subscription rights in such a way that the new shares are assumed by one or more banks or companies determined by the Management Board as defined by Sec. 186 (5) Sentence 1 AktG with the obligation to offer them for subscription to the shareholders (indirect subscription rights). However, the Management Board was authorized to exclude shareholders' subscription rights with the approval of the Supervisory Board

i) in order to exclude fractional amounts from shareholders' subscription rights;

ii) if the new shares are issued against in-kind capital contributions as part of business combinations or for the purpose of acquiring companies, parts of companies, participations in companies or other assets or claims to the acquisition of other assets including claims against the company;

iii) if the new shares are issued against cash contributions and the issue price per new share is not substantially below the share price of the company's already listed shares of the same class and rights at the time the issue price is finally defined. The number of shares issued in this way with the exclusion of subscription rights may not exceed a total of 20 percent of the share capital either when this authorization becomes effective or at the time it is implemented. Other shares issued or sold during the term of this authorization with the exclusion of subscription rights in direct or analogous application of Sec. 186 (3) Sentence 4 AktG must be counted towards the share capital threshold of 20 percent. Shares to be issued to service option and/or conversion rights or obligations under warrant-linked bonds and/or convertible bonds and/or profit participation rights are also to be counted provided such bonds or profit participation rights are issued during the term of this authorization with the exclusion of subscription rights in analogous application of Sec. 186 (3) Sentence 4 AktG;

iv) to the extent required to grant holders or creditors of warrant-linked bonds and/or convertible bonds with option and/or conversion rights or obligations which have been or will be issued by the company or Group company as defined by Sec. 18 AktG in which the company has a direct or indirect majority holding, the level of subscription rights to new shares to which they would be entitled after exercising option or conversion rights or meeting option exercise or conversion obligations;

v) if the new shares are to be issued to employees of the company or employees of a company affiliated with the company or members of the management of a company affiliated with the company as part of share participation or other share-based programs with the proviso that the employment relationship with the company or the board membership or employment relationship with a company affiliated to it must exist at the time of the commitment to issue shares; within the framework permitted by Sec. 204 (3) Sentence 1 AktG, the contribution to be paid towards the new shares can be covered by the part of net income for the year which the Management Board and Supervisory Board are entitled to allocate to other revenue reserves pursuant to Sec. 58 (2) AktG. The number of shares issued in this way with the exclusion of subscription rights may not exceed a total of 5 percent of the share capital either when this authorization becomes effective or at the time it is implemented;

and only insofar as the shares issued during the term of this authorization on the basis of this authorization or another authorized capital excluding shareholders' subscription rights against cash contributions and/or contributions in kind do not exceed a total of 20 percent of the share capital, either when this authorization becomes effective or at the time it is implemented. The following shares are to be counted towards this 20 percent threshold:

- treasury shares sold during the term of this authorization excluding subscription rights, as well as
- new shares to be issued on the basis of warrant-linked bonds and/or convertible bonds and/or warrant-linked participatory certificates or convertible participatory certificates issued during the term of this authorization excluding subscription rights.

The Management Board was authorized with the approval of the Supervisory Board to define the content of the share rights, further details of the capital increase as well as the terms of the share issue and in particular the issue price. In the process, the profit entitlement of the new shares can be structured differently to Sec. 60 (2) AktG; in particular, if permissible in law, the new shares can be endowed with profit entitlement from the beginning of the financial year preceding their issue if at the time the new shares are issued, the Annual General Meeting has not yet adopted any profit appropriation resolution on the profit for that financial year.

The Supervisory Board was authorized to amend the wording of the Articles of Association accordingly after the Authorized Capital has been exhausted or the deadline for using the Authorized Capital has expired.

**Resolution on the revocation of the existing authorization to acquire treasury shares and a new authorization to acquire and use treasury shares, as well as to exclude the right to sell on acquisition and subscription rights in their use.**
At the Annual General Meeting held on April 30, 2025, the Management Board was authorized to acquire treasury shares until April 29, 2030 up to a total of 10 percent of the company's share capital at the time of the resolution or at the time when the authorization is exercised – whichever is lower. At no time may the shares acquired together with other treasury shares in the company's possession or to be attributed to the company under Secs. 71a ff. AktG represent more than 10 percent of the share capital. The authorization must not be exercised for the purpose of trading treasury shares.

The authorization can be exercised by the company or companies dependent upon it or in which the company has a majority interest or by third parties acting for their account or for the company's account in whole or in partial amounts, once or several times, in pursuit of one or more purposes.

**(Types of acquisition)**
The shares may be acquired at the Management Board's discretion (1) via the stock market or (2) on the basis of a public purchase offer addressed to all shareholders or a public invitation to all shareholders to submit offers of sale.

(1) If the shares are acquired through the stock market, the purchase price per share paid by the company (excl. Ancillary acquisition costs) must not exceed the price determined by the opening auction in Xetra trading (or a comparable successor system) on the Frankfurt Stock Exchange on the trading day by more than 10 percent and must not fall below it by more than 20 percent.

(2) If the shares are acquired by means of a public purchase offer addressed to all shareholders or on the basis of a public invitation to all shareholders to submit offers of sale,
- in the event of a public purchase offer addressed to all shareholders, the purchase price per share offered (excl. Ancillary acquisition costs) or
- in the event of a public invitation addressed to all shareholders to submit offers of sale, the limits of the purchase price range defined by the company (excl. ancillary acquisition costs)

these shares must not exceed the average closing price of the company's shares in the Xetra trading system (or a comparable successor system) on the Frankfurt Stock Exchange during the last five trading days preceding the date of the public announcement of the public purchase offer or public invitation to submit offers of sale by more than 10 percent and must not fall below it by more than 20 percent.

If the definitive price fluctuates substantially after publication of a purchase offer addressed to all shareholders or an invitation to all shareholders to submit offers of sale, the purchase offer or the invitation to submit offers of sale may be adjusted accordingly. In this case, the average closing price of the company's shares in the Xetra trading system (or a comparable successor system) on the Frankfurt Stock Exchange during the last five trading days before the public announcement of the adjustment will be used as the basis.





The volume of the public purchase offer addressed to all shareholders or the public invitation sent to all shareholders to submit offers of sale can be limited. If in the case of a public purchase offer or public invitation to submit offers of sale, the volume of shares tendered exceeds the buyback volume envisaged, the acquisition can be made in proportion to the shares subscribed or offered in each case; shareholders' right to tender their shares in proportion to their share of equity is excluded to this extent. Preferential acceptance of small quantities of up to 100 tendered shares per shareholder and commercial rounding to avoid notional fractions of shares can be arranged. Shareholders will have no further rights of tender in this regard.

The public purchase offer addressed to all shareholders or the public invitation addressed to all shareholders to submit offers of sale can include further conditions.

**(Use of treasury shares)**
The Management Board is authorized to use the treasury shares acquired on the basis of the authorization pursuant to (b) and (c) above for all legally permitted purposes, in particular for the following purposes:

(i) The shares may be retired without the retirement or its execution requiring any further resolution by the Annual General Meeting. They can also be retired in a simplified procedure without reducing the capital by adjusting the pro-rated notional amount of the remaining no par value shares in the company's share capital. If retirement is made by the simplified procedure, the Management Board is authorized to adjust the number of no par value shares in the Articles of Association.

(ii) The shares may be issued to third parties in return for contributions in cash, in order to place the shares of the company on a foreign stock exchange where the company's shares are not yet admitted to trading.

(iii) The shares may also be sold in ways other than through the stock exchange or on the basis of an offer to all shareholders if the purchase to be paid in cash is not substantially lower than the market price of the company's already listed shares of essentially the same class. The number of shares sold in this way with the exclusion of subscription rights may not exceed a total of 20 percent of the share capital either when this authorization becomes effective or at the time it is implemented. Other shares issued or sold during the term of this authorization with the exclusion of subscription rights in direct or analogous application of Sec. 186 (3) Sentence 4 AktG must be counted towards the share capital threshold of 20 percent. Shares to be issued to service option and/or conversion rights or obligations under warrant-linked bonds and/or convertible bonds and/or profit participation rights are also to be counted provided such bonds or profit participation rights are issued during the term of this authorization with the exclusion of subscription rights in analogous application of Sec. 186 (3) Sentence 4 AktG.

(iv) The shares may be sold against a contribution in kind, in particular as part of business combinations, for the purpose of acquiring companies, parts of companies, participating interests in companies or other assets or claims to the acquisition of other assets including receivables from the company.

(v) The shares may be used to meet subscription and conversion rights arising due to the exercising of conversion and/or option rights or to meet obligations from convertible bonds and/or warrant-linked bonds issued by the company or a Group company as defined by Sec. 18 AktG in which the company has a direct or indirect majority interest.

(vi) The shares may be used for purposes of offering them for direct or indirect acquisition to employees of the company or employees of an affiliated company, or to members of the management of an affiliated company or members of the company's Management Board, or of granting or transferring them (including indirectly) as part of compensation under share-based compensation and/or employee share ownership programs, with the proviso that the employment or service relationship with the company or employment relationship with a company affiliated to it must exist at the time of the commitment to issue the shares. To the extent that treasury shares are to be offered, granted, or transferred to members of the company's Management Board, this authorization shall apply to the Supervisory Board. The number of shares used in this way with the exclusion of subscription rights may not exceed a total of 5 percent of the share capital either when this authorization becomes effective or at the time it is implemented.

The aforementioned authorizations may be exercised once or several times, in whole or in part, individually or jointly. The authorizations under (ii), (iii), (iv), (v) and (vi) may also be exercised by dependent companies or companies in which the company holds a majority interest or by third parties acting for their account or for the company's account.

Shareholders' subscription rights to the treasury shares acquired on the basis of these authorizations are excluded insofar as they are used in accordance with the above authorizations under (ii), (iii), (iv), (v) and (vi) in ways other than by selling them on the stock exchange or through a sales offer to all shareholders. In addition, in the event that the treasury shares are sold by means of an offer of sale to all shareholders, the subscription rights of shareholders to fractional amounts may be excluded.

However, the authorization to use treasury share with the exclusion of shareholders' subscription rights is limited insofar as after the authorization has been exercised, the total treasury shares used with the exclusion of shareholders' subscription rights together with the number of other shares issued or sold from authorized capital during the term of this authorization with the exclusion of subscription rights or to be issued on the basis of convertible and/or warrant-linked bonds and/or profit participation rights during the term of this authorization with the exclusion of subscription rights, may not exceed 20 percent of the share capital; either the share capital at the time the authorization becomes effective or the share capital at the time this authorization is exercised will be definitive depending on which figure is lower.

The Supervisory Board may determine that actions taken by the Management Board pursuant to this authorization may be carried out only with its consent or the consent of a Supervisory Board committee.

**Resolution on the creation of an authorization to issue warrant-linked bonds and/or convertible bonds with the option to exclude subscription rights at the Annual General Meeting on April 30, 2021**

**(Authorization period, nominal amount, term, number of shares)** The Management Board was further authorized with the approval of the Supervisory Board to issue registered and/or bearer warrant-linked bonds and/or convertible bonds (collectively referred to as "bonds") once or several times with a total nominal value of up to EUR 450,000,000.00 with or without maturity limits by April 29, 2026, and to grant the holders or creditors of warrant-linked bonds option rights (if applicable also with an obligation to exercise them) or the owners or creditors of convertible bonds conversion rights (if applicable also with a conversion obligation) to shares in the company, together representing up to EUR 1,590,627.00 of the share capital in accordance with the detailed terms and conditions for warrant-linked or convertible bonds (collectively referred to as "bond conditions").

The bonds can be issued against cash payments but also contributions in kind. Apart from euros, the bonds can also be issued in the legal currency of any OECD country – limited to the corresponding equivalent value in euros. They can also be issued by a Group company based in Germany or abroad as defined by Sec. 18 AktG in which the company has a direct or indirect majority holding; in this case, the Management Board is authorized with the approval of the Supervisory Board to assume the guarantee for the bonds on behalf of the company and to grant to or impose on the holders or creditors of the bonds option or conversion rights (if applicable with an obligation to exercise the option or to convert) to the company's shares.

The individual issues can be divided into fractional bonds with equal rights.

**(Subscription rights and exclusion of subscription rights)** The shareholders have a basic right of subscription to the bonds. They can also be granted subscription rights in such a way that the bonds are assumed by one or more banks or companies determined by the Management Board as defined by Sec. 186 (5) Sentence 1 AktG with the obligation to offer them for subscription to the shareholders (indirect subscription rights). If the bonds are issued by a Group company as defined by Sec. 18 AktG in which the company has a direct or indirect majority holding, the company must ensure that the shareholders of the company are granted their direct or indirect statutory subscription rights.

However, the Management Board was authorized to exclude shareholders' subscription rights with the approval of the Supervisory Board

- in order to exclude fractional amounts from shareholders' subscription rights;
- if the bonds are issued against a contribution in kind for the purpose of acquiring companies, parts of companies, participations in companies or other assets or claims to acquire other assets including claims against the company and provided the value of the contribution in kind is commensurate with the value of the bonds; here the theoretical market value of the bonds determined by recognized actuarial methods is definitive;
- if the bonds are issued against cash contributions and the Management Board after due consideration reaches the view that the issue price of the bond is not substantially lower than the theoretical market value determined by recognized actuarial methods. However, this authorization only applies with the proviso that the total number of shares that can be created by exercising bonds issued in accordance with this authorization excluding subscription rights in accordance with Sec. 186 (3) Sentence 4 AktG, does not exceed 10 percent of the share capital either when this authorization becomes effective or at the time it is implemented. Shares issued or sold during the term of this authorization excluding subscription rights in direct or analogous application of Sec. 186 (3) Sentence 4 AktG must be counted towards the share capital threshold of 10 percent. Shares to be issued to service option and/or conversion rights or obligations from warrant-linked and/or convertible bonds and/or participatory certificates are also to be counted provided such bonds or profit participatory certificates are issued during the term of this authorization excluding subscription rights in accordance with Sec. 186 (3) Sentence 4 AktG;
- insofar as this is required to grant the holders or creditors of warrant-linked bonds and/or convertible bonds issued or still to be issued by the company or Group company as defined by Sec. 18 AktG in which the company has a direct or indirect majority interest, subscription rights to the bonds to the extent to which they would be entitled after exercising the option or conversion rights or meeting their obligations to exercise options or convert; and only if the total of new shares to be issued by the company on the basis of such bonds and on the basis of warrant-linked bonds and/or convertible bonds and/or warrant-linked participatory certificates or convertible participatory certificates issued on the basis of another authorization during the term of this authorization excluding subscription rights, does not account for more than 20 percent of the share capital, either when this authorization becomes effective or at the time it is implemented. The following shares are to be counted towards this 20 percent threshold:
- treasury shares sold during the term of this authorization excluding subscription rights, as well as
- shares issued during the term of this authorization from authorized capital excluding subscription rights.

**(Option rights and conversion rights)** In the event that warrant-linked bonds are issued, one or more warrants are enclosed with each fractional bond entitling the holder or creditor to subscribe to no-par value bearer shares in the company in accordance with the detailed terms and conditions of the warrant to be defined by the Management Board. The warrant terms may stipulate that the option price can be partially or wholly settled by transferring fractional bonds with a cash top-up payment, if applicable. The proportion of the share capital attributable to the shares to be subscribed for each fractional bond must not exceed the nominal amount of the fractional bond. Sec. 9 (1) and Sec. 199 (2) AktG remain unaffected. Insofar as this results in subscription rights to fractional shares, it may be stipulated that such fractional shares can be added up in order to subscribe to whole shares in accordance with the terms of the warrant, if necessary, against a top-up payment.

In the event that convertible bonds are issued, the holders or creditors have the right to convert their fractional bonds to no-par value bearer shares in the company in accordance with the detailed terms and conditions for convertible bonds to be defined by the Management Board. The conversion ratio is calculated by dividing the nominal amount or the issue price of a fractional bond, if lower, by the defined conversion price for one share in the company. The conversion ratio can be designed to be variable. The conversion ratio can be rounded up or down to a whole number; a top-up cash payment can also be defined. Otherwise, allowance can be made for combining fractions and/or compensating them in cash. The proportion of the share capital attributable to the shares to be subscribed for each convertible bond must not exceed the nominal amount of the convertible bond. Sec. 9 (1) and Sec. 199 (2) AktG remain unaffected.

The terms and conditions of the bonds can give the company or Group company issuing the bond the right not to grant new bearer shares in the company in the event that the option is exercised or conversion performed but to pay a monetary amount (incl. a partial amount) for the number of shares otherwise to be supplied to be determined in accordance with (v) below.

The terms of the bond can also provide the company or the Group company issuing the bond with the option to service the warrant-linked bonds or convertible bonds with its own bearer shares – already in existence or to be acquired – in the company or another listed company instead of new bearer shares from conditional capital.

**(Exercisable options and conversion rights)** The terms and conditions of the bonds can also establish an obligation to exercise options or convert at the end of the term (or at a different point in time) or give the company the right on final maturity of the bonds (this also includes maturity due to termination) to grant the holders or creditors of the bonds in part or in whole shares in the company or another listed company instead of payment of the monetary consideration due. In this case, too, the proportion of the share capital represented by the shares in the company to be issued for each fractional bond must not exceed the nominal amount of the fractional bond. Sec. 9 (1) and Sec. 199 (2) AktG remain unaffected.

**(Option price and conversion price)** The option price or conversion price for a share must – even in the event of a variable option price or conversion price and subject to the following rule for bonds carrying an obligation to exercise the option or convert the bond, a right of substitution or put option on the part of the issuer of the bonds to supply shares – represent at least 80 percent of the volume-weighted, average share price for the company's stock in the XETRA closing auction (or comparable successor system) on the Frankfurt Securities Exchange, namely

- on the last ten trading days before the day on which the Management Board adopts its final resolution on the issue of warrant-linked bonds and/or convertible bonds, or
- if subscription rights to the bonds are traded, on the days on which the subscription rights are traded with the exception of the final two subscription rights trading days, or if the Management Board conclusively defines the option price or conversion price before subscription right trading begins, in the period corresponding to the bullet point above.

In the case of bonds carrying an obligation to exercise the option or convert, a right of substitution or put option on the part of the issuer of the bonds to supply shares, the option price or conversion price to be defined must either correspond to the above-mentioned minimum price or the volume-weighted, average share price of the company in the XETRA closing auction (or comparable successor system) on the Frankfurt Securities Exchange on the ten trading days before or after the date of the bonds' final maturity, even if the last mentioned average price is below the minimum price stipulated above. In any event, the proportion of share capital represented by the shares in the company to be issued for each fractional bond must not exceed the nominal amount of the fractional bond. Sec. 9 (1) and Sec. 199 (2) AktG remain unaffected.

**(Dilution protection)** Notwithstanding Sec. 9 (1) AktG, the option price or conversion price can be reduced due to a dilution protection clause to be defined in more detail in the terms and conditions of the bond if the company increases the share capital against cash contributions and/or contributions in kind or from company funds during the option or conversion period while granting subscription rights to its shareholders or issues or guarantees further warrant-linked bonds and/or convertible bonds or participatory certificates and does not grant the holders or creditors of existing option or conversion rights or obligations the level of subscription rights to which they would be entitled after exercising their option or conversion rights or meeting their exercise or conversion obligations. The reduction can also be achieved through the payment of a corresponding amount in cash when option or conversion rights are exercised or exercise or conversion obligations met or by lowering any top-up payment provided for. The terms and conditions of the bond can also provide for an adjustment to option or conversion rights or obligations in the event of a capital reduction or other extraordinary measures or events (e.g. unusually high dividends, control takeover by third parties). In the event of a control takeover by third parties, provision can be made for an adjustment of the option or conversion price in line with market conditions.

**(Further details of the issue and structure)** The Management Board was authorized with the approval of the Supervisory Board to determine further details of the issue and structure of the bonds or define them with the agreement of the management bodies of the Group company issuing the bonds. This applies in particular to the volume, timing, interest rate, type of interest, issue price, term and denomination, dilution protection provisions as well as the option or conversion period.

**Resolution on the creation of Conditional Capital as part of the Annual General Meeting on April 30, 2021 and subsequent increase pursuant to Sec. 218 Sentence 1 AktG**

The share capital is conditionally increased by up to EUR 3,181,254.00 through the issue of up to 3,181,254 new no-par value bearer shares (Conditional Capital). The conditional capital increase serves to grant option and/or conversion rights or impose option and/or conversion obligations to/on the holders or creditors of warrant-linked bonds and/or convertible bonds (collectively "bonds") issued or guaranteed by the company or Group company as defined by Sec. 18 AktG in which the company has a direct or indirect majority holding by April 29, 2026 on the basis of the authorization adopted by the Annual General Meeting on April 30, 2021 in Item 10 of the agenda. The new shares will be issued at the option or conversion price to be defined in accordance with the authorization on a) above. The conditional capital increase will only be carried out insofar as the bearers or creditors of bonds make use of their option and/or conversion rights or bearers of creditors of bonds under an obligation to exercise their option or convert meet their obligation to exercise or convert or insofar as the company or Group company issuing the bond exercises its option in whole or in part to grant no-par value shares in the company instead of paying the monetary amount due and insofar as no cash settlement is granted or treasury shares or shares in another listed company are used for servicing. The new shares will participate in the profit from the start of the financial year in which they are created through the exercise of option or conversion rights or by meeting obligations to exercise or convert.

The Management Board was authorized to define further details for implementing the conditional capital increase with the approval of the Supervisory Board.

The Supervisory Board was authorized to amend the wording of the Articles of Association in accordance with the relevant issue of subscription shares as well as make all other associated amendments to the Articles only relating to the wording. The same applies in the event that no use is made of the authorization to issue bonds after the authorization period has expired and in the event that the Conditional Capital is not used after expiry of the deadlines for exercising conversion or option rights of for meeting conversion or exercise obligations.

As of the reporting date, there are 15,906,272 shares in circulation (previous year: 15,906,272 shares).

**ATOSS Software SE shares held by board members**

At the end of the reporting period, board members possessed the following holdings of ATOSS Software SE stock:

| | 12/31/2025 | 12/31/2024 |
|---|---|---|
| Moritz Zimmermann (Chairman of the Supervisory Board) | 21,856 | 21,856 |
| Andreas F.J. Obereder (CEO) | 3,577,219 | 3,434,907 |
| Pritim Kumar Krishnamoorthy (COO) | 2,280 | 2,280 |
| **Total** | **3,601,355** | **3,459,043** |

As of 12/31/2025 the shareholder, Andreas F.J. Obereder of Grünwald, Germany, holds 3,577,219 shares representing an ownership interest of 22.48936 percent in ATOSS Software SE via AOB Invest GmbH, Grünwald, Germany in which he owns 100 percent of the shares, following purchases on 9/23/2025 (60,000 shares), 11/27/2025 (45,638 shares), 11/28/2025 (12,614 shares), 12/1/2025 (10,882 shares) and 12/2/2025 (13,178 shares).

**Capital reserve**

As of 12/31/2025 the capital reserve stood at EUR 2,048,065 (previous year: EUR -1,579). The increase in the capital reserve of EUR 2,049,644 results from the granting of long-term incentives in the form of shares to the two Management Board members Pritim Kumar Krishnamoorthy and Christof Leiber in the amounts of EUR 1,303,655 and EUR 745,989, respectively. The carryforward includes the loss of EUR 661,338 generated in 2012 from the use of treasury shares as part of a convertible bond program of ATOSS Software SE, the portion attributable to financial years 2021 through 2023 of expenses for the granting of a long-term incentive in the form of phantom stock options to former CEO Dirk Häußermann in the amount of EUR 370,076, and the cancellation of some entitlements under this long-term incentive agreement in the amount of EUR 573,861.

**Equity deriving from unrealized profits/losses**

Equity deriving from unrealized profits in the amount of EUR 1,173,586 (previous year: EUR 643,519) was accounted for by gains from the revaluation recognized in equity of defined benefit pension plans and the associated tax effects, and a further amount of EUR 115,421 (previous year: EUR 105,857) by gains from the revaluation recognized in equity of the plan assets set up to cover pension commitments. In addition, currency translation differences of EUR -3,220 arose in the course of the initial consolidation of the Indian subsidiary established during the financial year, which were recognized directly in equity, without effect on profit or loss, as part of capital consolidation under other comprehensive income (unrealized profits/losses).

# IV. Notes to the Consolidated Income Statement

## 40. Sales revenues

The sales revenues were composed as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Licenses | 8,785,277 | 13,539,889 |
| Maintenance | 39,211,100 | 38,962,882 |
| Cloud & Subscriptions | 92,684,071 | 72,352,596 |
| **Total software** | **140,680,448** | **124,855,366** |
| Consulting | 39,628,477 | 35,943,425 |
| Hardware | 3,678,903 | 5,800,555 |
| Other | 5,270,426 | 4,026,101 |
| **Total sales revenues** | **189,258,254** | **170,625,447** |

The sales revenues were distributed between product groups as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| ATOSS Staff Efficiency Suite (ASES) and ATOSS Startup Edition (ASE) | 152,324,952 | 137,794,235 |
| ATOSS Time Control (ATC) | 28,807,652 | 26,567,328 |
| Crewmeister | 8,125,650 | 6,263,883 |
| **Total** | **189,258,254** | **170,625,447** |

ATOSS Staff Efficiency Suite (ASES) and ATOSS Startup Edition (ASE): ASES and ASE are software solutions for time and attendance management and workforce scheduling for customers of all sizes in all industries. Alongside these software solutions, other services are generally also provided to implement the solutions at the customer's place of business and train the customer's employees. In addition, consulting services are rendered with the object of making meaningful use of the available scope and developing optimum solutions for efficient workforce management under company agreements or collectively agreed regulations. The company also sells hardware components for time recording and access control purposes. ASES/ASE software is used in conjunction with all major standard system platforms and databases. Moreover, thanks to the extensive facility to define customer-specific parameters these solutions are capable of satisfying even the most sophisticated requirements of customers of all sizes in a wide variety of industries.

ATOSS Time Control (ATC): ATC offers a software solution for time and attendance management and workforce scheduling for small and medium-sized customers, as well as large but decentrally organized clients. Likewise in conjunction with ATC, ATOSS offers software implementation and training services as well as consulting services geared to optimizing efficient workforce management. Merchandise including hardware and recording media is also available. ATC software is installed on the Microsoft Windows system platform in association with standard SQL databases and is particularly user-friendly and convenient for small to medium-sized customers as well as large, decentralized organizations.

The geographic breakdown of sales revenues was as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Domestic | 159,951,899 | 142,396,776 |
| Abroad | 29,306,355 | 28,228,671 |
| of which Austria | 10,128,179 | 11,632,241 |
| of which Switzerland | 7,598,601 | 6,778,642 |
| of which other countries | 11,579,575 | 9,817,788 |
| **Total** | **189,258,254** | **170,625,447** |

Sales revenues are attributed to individual countries dependent on the location of the invoice recipient.





Breakdown of revenues from contracts with customers after fulfillment of contractual obligations and recognition of the sales revenues

| EUR | 2025 | 2024 |
|---|---|---|
| Recognition at a certain time | 12,464,180 | 19,340,444 |
| Recognition over a certain period | 176,794,074 | 151,285,003 |
| **Total** | **189,258,254** | **170,625,447** |

In financial year 2025, license and consulting revenues in the amount of EUR 509,153 (previous year: EUR 394,773) were realized from long-term production orders (i.e. generally orders that, from the customer's perspective, resemble service contracts). The costs of long-term production orders during the financial year amounted to EUR 325,871 (previous year: EUR 248,023).

The company has customers in all branches of industry, as well as in the public sector. In financial years 2025 and 2024 no single customer accounted for a proportion of 10 percent or more of total sales.

## 41. Cost of sales

In addition to the material cost of goods bought for resale (hardware and other merchandise), the cost of sales also includes expenditure on external services as well as the personnel costs and overhead incurred in the provision of services by the consulting, services and support departments. Overheads included in the cost of sales essentially comprise rental, infrastructure, travel and motor vehicle costs. Overheads are generally apportioned per capita per department.

| EUR | 2025 | 2024 |
|---|---|---|
| Material costs (goods for resale) | 5,993,309 | 6,264,801 |
| Material costs (external services) | 5,027,940 | 5,356,426 |
| Personnel costs | 22,894,281 | 21,374,811 |
| Depreciation and amortization of property, plant and equipment, intangible assets and rights of use | 1,456,699 | 1,387,932 |
| Overheads | 5,571,008 | 4,616,532 |
| **Total** | **40,943,237** | **39,000,503** |

## 42. Distribution costs

Distribution costs include personnel costs and overhead costs for sales activities, advertising expenses that are recognized immediately as an expense. Overhead costs included in distribution costs mainly comprise rental, infrastructure, travel and motor vehicle costs. Overhead costs are generally apportioned per capita per department.

| EUR | 2025 | 2024 |
|---|---|---|
| Sales and marketing personnel costs | 24,093,196 | 20,599,611 |
| Depreciation and amortization of property, plant and equipment, intangible assets and rights of use | 1,179,781 | 1,063,662 |
| Sales and marketing overheads | 2,538,089 | 2,401,239 |
| Advertising costs | 6,163,782 | 4,510,447 |
| **Total** | **33,974,848** | **28,574,959** |

## 43. Administration costs

Overheads included in the cost of administration essentially comprise rental, infrastructure, travel and motor vehicle costs. Overheads are generally apportioned per capita per department. The administrative costs were composed as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Staff costs Administration | 13,330,579 | 10,791,497 |
| Depreciation and amortization of property, plant and equipment, intangible assets and rights of use | 919,283 | 786,829 |
| Administration overheads | 2,942,665 | 2,404,835 |
| **Total** | **17,192,527** | **13,983,161** |

## 44. Research and development costs

Overheads included in the cost of research and development essentially comprise rental, infrastructure, travel and motor vehicle costs. Overheads are generally apportioned per capita per department. The expenditure on research and development was composed as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Research and development personnel costs | 22,503,020 | 20,391,468 |
| Depreciation and amortization of property, plant and equipment, intangible assets and rights of use | 1,199,505 | 1,163,511 |
| Research and development overheads | 4,856,055 | 4,081,746 |
| **Total** | **28,558,580** | **25,636,725** |

## 45. Personnel expenses

| EUR | 2025 | 2024 |
|---|---|---|
| Wages and salaries | 69,645,359 | 61,546,441 |
| Social security contributions and expenditure on retirement pensions and welfare | 13,175,717 | 11,610,945 |
| of which expenditure on retirement pensions and welfare EUR 896,577 (previous year: EUR 842,357). | | |
| **Total** | **82,821,076** | **73,157,386** |

## 46. Other operating income and expenses and net impairments on financial assets

Other operating income in the amount of EUR 757,889 (previous year: EUR 788,400) includes income from exchange rate differences in the amount of EUR 173,457 (previous year: EUR 102,331).

Other operating expenses in the amount of EUR 559,653 (previous year: EUR 496,279) include expenses from exchange rate differences in the amount of EUR 289,206 (previous year: EUR 295,664).

Net impairments on financial assets relate to trade receivables in the amount of EUR 659,571 (previous year: EUR 295,446).

## 47. Financial income and expenses

The financial investment income in the amount of EUR 4,263,306 (previous year: EUR 3,895,443) relates essentially to income from the write-up of the company's gold holdings in the amount of EUR 2,122,895 (previous year: EUR 1,092,430), income deriving from fixed-term deposits in EUR in the amount of EUR 1,883,677 (previous year: EUR 2,471,415), income from distributions from the investment of cash and cash equivalents in an investment fund in the amount of EUR 91,193 (previous year: EUR 88,913), income from the revaluation of a fixed-term deposit in CHF in the amount of EUR 81,937 (previous year: expenses of EUR 99,417), as well as income from the revaluation of investment funds in the amount of EUR 43,198 (previous year: EUR 48,812).

In 2025, the company recorded financial expenses amounting to EUR 450,271 (previous year: EUR 340,180). This essentially concerned expenses from the devaluation of a fixed-term deposit in USD in the amount of EUR 251,792 (previous year: gain of EUR 123,954), finance costs in connection with accounting for lease liabilities under IFRS 16 amounting to EUR 123,665 (previous year: EUR 121,441) and the net interest cost deriving from the valuation of pension provisions amounting to EUR 56,268 (previous year: EUR 54,158).

## 48. Tax charge

| EUR | 2025 | 2024 |
|---|---|---|
| Current tax charge | 22,831,989 | 20,715,448 |
| Deferred taxes (cf. Note 30) | 741,305 | 815,810 |
| **Tax charge** | **23,573,294** | **21,531,258** |

# V. Notes to the Consolidated Statement of Cash Flows

## 49. Cash flow from operating activities

The positive cash flow from operating activities for the period from 01/01/2025 to 12/31/2025 amounted to EUR 47,231,857 (previous year: EUR 59,471,801) and was thereby EUR 12,239,944 lower than in the year before.

The principal factors which impacted positively on cash flow from operations included earnings before taxes and the increase in other non-current financial liabilities from anticipated invoices. Interest received from the fixed-term deposit also had a positive impact on the cash flow from operating activities. The main effects reducing cash flow stemmed primarily from higher income tax payments relating to previous years, an increase in capitalized contract costs, and the increase in trade receivables.

The impact of exchange rate movements on cash and cash equivalents amounted to EUR -169,855 (previous year: EUR 24,537).

The average time to receipt in financial year 2025 was 19 days (previous year: 21 days).

## 50. Cash flow from investment activities

The negative cash flow from investment activities for the period from 01/01/2025 to 12/31/2025 amounted to EUR-1,000,133 (previous year: EUR -10,925,008) and was accordingly EUR 9,924,875 lower in absolute terms than in the year before. This was the result of disbursements to cover investments in fixed assets in the amount of EUR 1,000,133 (previous year: EUR 925,008) and payments for the acquisition of financial assets amounting to EUR 10,000,000 (previous year: EUR 20,000,000). Payments received from the return on financial assets in an amount of EUR 10,000,000 (previous year: EUR 10,000,000) had a positive effect on the cash flow from investing activities.

## 51. Cash flow from financing activities

The negative cash flow from financing activities for the period from 01/01/2025 to 12/31/2025 amounted to EUR -37,501,665 (previous year: EUR -30,105,532) and was accordingly EUR 7,396,133 higher in absolute terms than in the year before. This resulted from the payment of a dividend of EUR 2.13 per share (previous year: EUR 3.37 per share*) – total distribution of EUR 33,880,359 (previous year: EUR 26,802,068) – and the payment of lease liabilities and associated interest in the amount of EUR 3,621,306 (previous year: EUR 3,303,464).

*Dividend before the capital increase from company funds and the issuance of new shares carried out in 2024



# VI. Other disclosures

## 52. Supervisory Board

The members of the Supervisory Board are:

| | |
|---|---|
| **Moritz Zimmermann**<br>Master of Science in Business Administration | Chairman, Member of the Supervisory Board, Munich<br>General Partner at 42 CAP Manager GmbH, Munich |
| **Rolf Baron Vielhauer von Hohenhau**<br>Degree in Business Administration | Deputy Chairman, Member of the Supervisory Board<br>President of the Bund der Steuerzahler in Bayern e.V., Munich. |
| **Klaus Bauer**<br>Business graduate | Member of the Supervisory Board and Chairman of the Audit Committee, Nuremberg |
| **Christian Osterland***<br>Bachelor of Science in Management and Mechanical Engineering | Member of the Supervisory Board, Munich |

*Delegated to the Supervisory Board of ATOSS Software SE pursuant to right of delegation under the articles of association

In financial year 2025, members of the Supervisory Board held further supervisory board briefs with the following companies:

| | |
|---|---|
| **Rolf Baron Vielhauer von Hohenhau** | Europäischer Wirtschaftssenat e.V., Munich<br>(Chairman of the Supervisory Board) |
| **Christian Osterland** | NCG – NUCOM GROUP SE, Unterföhring<br>(member of the Supervisory Board) to 05/15/2025<br>Staffbase SE, Chemnitz (member of the Supervisory Board)<br>SMG Swiss Marketplace Group AG, Zurich, Switzerland<br>(member of the Management Board) to 09/19/2025 |

Moritz Zimmermann and Klaus Bauer held no other supervisory or similar board positions in the financial year.

Total remuneration paid to the Supervisory Board of ATOSS Software SE pursuant to Sec. 314 (1) no. 6 HGB in the financial year 2025 amounted to EUR 164,000 (previous year: EUR 162,500) and is composed as follows pursuant to IAS 24.17:

| | 2025 | 2024 |
|---|---|---|
| **Short-term benefits** | | |
| Compensation pursuant to the Articles of Association | 140,000 | 140,000 |
| Attendance allowances | 24,000 | 22,500 |
| **Total** | **164,000** | **162,500** |

No expenses were incurred in financial year 2025 for consultancy work from members of the Supervisory Board beyond the scope of their Supervisory Board duties (previous year: EUR 0.00).

As of 12/31/2025, there were current financial liabilities for Supervisory Board compensation not yet paid to members of the Supervisory Board amounting to EUR 164,000 (previous year: EUR 170,760).

## 53. Management Board

Members of the Management Board as of 12/31/2025 are:

| | |
|---|---|
| **Andreas F.J. Obereder, Entrepreneur, Grünwald** | Chairman of the Board and Founder (CEO)<br>Sales & Marketing, Human Resources,<br>Process Consulting |
| **Christof Leiber, Solicitor, Munich** | Member of the Board (CFO)<br>Finance, Investor Relations,<br>Legal and Administration, M&A |
| **Pritim Kumar Krishnamoorthy, Executive MBA, Munich** | Member of the Board (COO)<br>Innovation & Development, Consulting,<br>Services & Support, Crewmeister |

Total remuneration paid to the Management Board of ATOSS Software SE pursuant to Sec. 314 (1) no. 6 HGB in the financial year 2025 amounted to EUR 8,797,868 (previous year: EUR 2,320,035) and comprises all fixed, performance-related and share-based remuneration components. The share-based remuneration components with settlement by means of equity instruments included in the total remuneration amount to a total of EUR 6,546,606 of which EUR 4,640,795 is allocated to Pritim Kumar Krishnamoorthy and EUR 1,905,811 to Christof Leiber.

Total remuneration is composed as follows pursuant to IAS 24.17:

| EUR | 2025 | 2024 |
|---|---|---|
| Short-term benefits | 1,958,426 | 2,056,072 |
| Benefits on termination of the contract of employment | 95,616 | 86,376 |
| Other long-term benefits | 287,220 | 1,479,210 |
| Share-based Payment | 2,431,668 | 1,251,573 |
| **Total** | **4,772,930** | **4,873,231** |

Besides the expenses recognized in the financial year for fixed salaries and single-year bonuses, the short-term benefits include insurance premiums paid by the company and benefits in kind from other fringe benefits such as the provision of company cars.

Service costs as per Note 37 are shown in benefits after termination of the employment relationship. In addition, the expenses for benefits after the end of the employment relationship include contributions to the benevolent fund amounting to EUR 90,000 (previous year: EUR 81,000), contributions to direct insurance of EUR 1,752 (previous year: EUR 1,752) and contributions to the pension fund of EUR 3,864 (previous year: EUR 3,624).

Other long-term benefits comprise the expenses recognized in the financial year resulting from multi-year profit-share payments. In the previous year, the long-term benefits also included a one-off, voluntary special payment to Christof Leiber amounting to EUR 1,210,000 by AOB Invest GmbH which is controlled by the founder and CEO of ATOSS Software SE, Andreas F.J. Obereder, Grünwald.

As a result of his Management Board contract concluded for the period from 01/01/2024 to 12/31/2026, the profit-share payment to the Chief Executive Officer, Andreas Obereder, includes entitlements for the achievement of single-year (45 percent) and pro rata multi-year targets (55 percent, three-year target-based profit share payment). The multi-year targets are subject to pro rata assessment in the event of early termination of the contract. Given that these entitlements are confirmed only after the financial year has ended, actual payments may deviate.

The profit share presented for Member of the Board (COO), Pritim Kumar Krishnamoorthy, includes entitlements for the achievement of single-year (40 percent) and pro rata multi-year targets (60 percent, three-year target-based profit share). The basis for this is given by the Management Board employment contract dated 06/24/2021 that was redrafted with effect from 07/01/2025 and extended for a further four years. This contract thus begins on 07/01/2025 and ends after five years on 06/30/2030. The multi-year targets are subject to an annual interim assessment or a pro rata evaluation in the event of early termination of the contract. Given that these entitlements in respect of single-year targets are confirmed only after the financial year has ended, actual payments may differ from the calculated profit-share payment.





The profit share for the Member of the Board (CFO), Christof Leiber, includes entitlements for the achievement of single-year (40 percent) and pro rata multi-year targets (60 percent, three-year target-based profit-share payment). The basis for this is given by the Management Board employment contract dated 06/24/2021 that was redrafted with effect from 07/01/2025 and extended for a further two years. This contract thus begins on 07/01/2025 and ends after three years on 06/30/2028. The multi-year targets are subject to an annual interim assessment or a pro rata evaluation in the event of early termination of the contract. Given that these entitlements in respect of single-year targets are confirmed only after the financial year has ended, actual payments may differ from the calculated profit-share payment.

The entitlements calculated for 2025 deriving from multi-year profit-share payments were calculated on the basis of the estimated achievement of three-year targets. Part-amounts are disbursed by way of advance payments. The actual multi-year profit share payment entitlement may vary dependent on the extent to which targets are achieved over the overall period.

As of 12/31/2025, there were other current non-financial liabilities for as yet unpaid variable remuneration to members of the Management Board amounting to EUR 179,508 (previous year: EUR 755,812). As of 12/31/2025, there were long-term provisions for as yet unpaid multi-year profit share payments amounting to EUR 120,970 (previous year: EUR 0).

In the previous year, total compensation amounted to EUR 818,944 for the former CEO Dirk Häußermann, who left the Company effective 03/31/2024.

**Restricted Stock Units (Cash Settled)**

ATOSS Software SE also granted the two members of the Management Board, Pritim Kumar Krishnamoorthy and Christof Leiber, share-based remuneration settled in cash. To this end, at the beginning of the agreement in 2021, it granted both members of the Management Board Restricted Stock Units with an equivalent value of EUR 1,000,000 each based on the average price of a share of ATOSS Software SE at the time of the Xetra closing auction during the three months before the agreement was concluded. Both members of the Management Board therefore received 5,785* Restricted Stock Units each. The Restricted Stock Units are only assigned virtually and they entitle the holder, when exercised, to receive a cash payment reflecting growth in the share price of ATOSS Software SE. No actual transfer takes place.

The entire expense recognition period for Restricted Stock Units comprises a period of 60 months beginning at the time the Restricted Stock Units are granted and divided into three installments. 10 percent after 24 months, 20 percent after 48 months, 70 percent after 60 months from the time the Restricted Stock Units were granted.

**Valuation approach:** The Restricted Stock Units granted are subject to a cap on payment. The value of the cap is deducted from the current share price when the value of the Restricted Stock Units is determined. The cap is valued as a European short call option using the Black Scholes Merton model and market data on the valuation date.

**Valuation and grant date:** The Restricted Stock Units were granted on 06/24/2021 and valued on this date.

**Baseline price:** The XETRA closing price of the ATOSS Software SE stock on the relevant valuation date was used as the definitive price for the baseline value of the Restricted Stock Units. On 12/31/2025, this price stood at EUR 115.40 (previous year: EUR 114.2).

**Expected term and exercise price:** The vesting period for the Restricted Stock Units is five years, corresponding to the earliest exercise date after the Restricted Stock Units have fully vested. The exercise price of the Restricted Stock Units used to value the cap is 300 percent of the original allocation amount per share of EUR 86**.

**Expected volatility of the share price:** In valuing the Restricted Stock Units, an expected volatility in the ATOSS Software SE stock of 32.1 percent was applied as of 12/31/2025 (previous year: 30.7 percent), calculated as an annualized standard deviation of logarithmic returns from a series of daily closes matching the expected term. As ATOSS Software SE does not have any actively traded options, the expected volatility was based entirely on historical movements in the share price of ATOSS Software SE.

*Number of shares before the capital increase from company funds and the issuance of new shares carried out in 2024
**In accordance with IAS 33.64, the share price was retrospectively adjusted as a result of the capital increase from company funds and the issuance of new shares carried out in 2024.

**Interest rates used**
With regard to the vesting period of five years from the grant date, a continuously rising, risk-free interest rate of 2.0 percent as of 12/31/2025 was used in the underlying option price model (previous year: 2.1 percent). This risk-free interest rate is derived from the risk-free structure of zero-coupon interest rates determined by the Deutsche Bundesbank on the reference date using the prices of German government bonds in accordance with the Svensson method.

**Expected dividend yield**
An annual expected dividend yield of 1.8 percent was used to value the Restricted Stock Units granted (previous year: 1.5 percent).

The average weighted residual term of the Restricted Stock Units granted is 4 months as of 12/31/2025 (previous year: 14 months).

No Restricted Stock Units were exercised in the reporting period and none expired. The fair value of the Restricted Stock Units granted to Pritim Kumar Krishnamoorthy and Christof Leiber totaled EUR 1,937,296 on their grant date of 06/24/2021. The carrying amount of other current provisions as of 12/31/2025 for both members of the Management Board together is EUR 2,523,486 (previous year: EUR 2,141,462). The total expense from share-based remuneration recognized in 2025 in personnel expenses for Christof Leiber and Pritim Kumar Krishnamoorthy amounts to EUR 382,024 (previous year: EUR 587,296).

**Restricted Stock Units (Equity-Settled)**
In addition to share-based remuneration settled in cash, ATOSS Software SE also granted the two members of the Management Board, Pritim Kumar Krishnamoorthy and Christof Leiber, share-based remuneration with settlement by means of equity instruments in the form of ATOSS shares. To this end, at the beginning of the agreement, it granted Pritim Kumar Krishnamoorthy and Christof Leiber Restricted Stock Units with an equivalent value of EUR 5,000,000 and EUR 2,000,000 respectively, based on the average price of a share of ATOSS Software SE at the time of the Xetra closing auction during the six months before the grant date. Both members of the Management Board therefore received 39,838 and 15,935 Restricted Stock Units, respectively. The Restricted Stock Units are initially only assigned virtually at the grant date and entitle the holder, when exercised (i.e. after the expiration of defined vesting periods), to receive shares of ATOSS Software SE.

The following table provides an overview of the Restricted Stock Units granted under the plan:

| | 2025 | 2024 |
|---|---|---|
| | Restricted Stock Units | Restricted Stock Units |
| **As of 01/01** | **0** | **0** |
| Granted during the financial year | 55,773 | 0 |
| Exercised during the financial year | 0 | 0 |
| Forfeited during the financial year | 0 | 0 |
| **As of 12/31** | **55,773** | **0** |
| Vested and exercisable as of 12/31 | 6,640 | 0 |

| | | Restricted Stock Units | Restricted Stock Units |
|---|---|---|---|
| Grant date | Vesting | 12/31/2025 | 12/31/2024 |
| 07/01/2025 | 12/31/2025 | 6,640 | 0 |
| 07/01/2025 | 06/30/2026 | 6,640 | 0 |
| 07/01/2025 | 12/31/2026 | 6,640 | 0 |
| 07/01/2025 | 06/30/2027 | 6,640 | 0 |
| 07/01/2025 | 12/31/2027 | 6,640 | 0 |
| 07/01/2025 | 06/30/2028 | 6,640 | 0 |
| 07/01/2025 | 12/31/2028 | 3,984 | 0 |
| 07/01/2025 | 06/30/2029 | 3,984 | 0 |
| 07/01/2025 | 12/31/2029 | 3,984 | 0 |
| 07/01/2025 | 06/30/2030 | 3,984 | 0 |
| **Total** | | **55,773** | **0** |

The entire expense recognition period for Restricted Stock Units comprises for Pritim Kumar Krishnamoorthy a period of 5 years and for Christof Leiber 3 years beginning at the time the Restricted Stock Units are granted and divided into 10 and 6 installments, respectively.

**Valuation approach:** The Restricted Stock Units granted are subject to a cap on payment. The value of the cap is deducted from the current share price when the value of the Restricted Stock Units is determined. The cap is valued as a European short call option using the Black Scholes Merton model and market data on the valuation date.

**Valuation and grant date:** The Restricted Stock Units were granted on 07/28/2025 and valued on this date.

**Baseline price:** The XETRA closing price of the ATOSS Software SE stock on the relevant valuation date was used as the definitive price for the baseline value of the Restricted Stock Units. On 07/28/2025 this price stood at EUR 120.8.

**Expected term and cap:** The vesting period for the Restricted Stock Units is five and three years, respectively. The cap of the Restricted Stock Units is 200 percent of the original allocation amount per share of EUR 125.51.

**Expected volatility of the share price:** In valuing the Restricted Stock Units, an expected volatility in the ATOSS Software SE stock was applied, corresponding to the term of the respective Restricted Stock Units, calculated as an annualized standard deviation of logarithmic returns from a series of daily closes matching the expected term.

| Expected term (years) | 0.43 | 0.92 | 1.42 | 1.92 | 2.42 | 2.92 | 3.43 | 3.92 | 4.42 | 4.92 |
|---|---|---|---|---|---|---|---|---|---|---|
| 07/28/2025 | 29.4% | 31.7% | 30.3% | 29.7% | 29.4% | 32.0% | 33.4% | 34.1% | 35.1% | 35.9% |

As ATOSS Software SE does not have any actively traded options, the expected volatility was based entirely on historical movements in the share price of ATOSS Software SE.

**Interest rates used**
With regard to the vesting period of five and three years from the grant date, the following continuously rising, risk-free interest rate of was used in the underlying option price model.

| Expected term (years) | 0.43 | 0.92 | 1.42 | 1.92 | 2.42 | 2.92 | 3.43 | 3.92 | 4.42 | 4.92 |
|---|---|---|---|---|---|---|---|---|---|---|
| 07/28/2025 | 1.9% | 1.9% | 1.9% | 1.9% | 1.9% | 2.0% | 2.0% | 2.1% | 2.2% | 2.2% |

This risk-free interest rate is derived from the risk-free structure of zero-coupon interest rates determined by the Deutsche Bundesbank on the reference date using the prices of German government bonds in accordance with the Svensson method.

**Expected dividend yield**
An annual expected dividend yield of 1.8 percent was used to value the Restricted Stock Units granted.

The fair value of the Restricted Stock Units granted to Pritim Kumar Krishnamoorthy and Christof Leiber totals EUR 4,640,795 and EUR 1,905,811, respectively, on their grant date of 07/28/2025. The total expense from share-based remuneration recognized in personnel expenses for Pritim Kumar Krishnamoorthy and Christof Leiber amounts to EUR 2,049,644.

## 54. Relationships with related parties and companies

**Andreas F.J. Obereder**
In the financial year 2025, AOB Invest GmbH which is controlled by the founder and CEO of ATOSS Software SE, Andreas F. J. Obereder, Grünwald, made the following purchases of shares: 09/23/2025 (60,000 shares), 11/27/2025 (45,638 shares), 11/28/2025 (12,614 shares), 12/01/2025 (10,882 shares), and 12/02/2025 (13,178 shares). Following the share purchase, as of 12/31/2025, AOB Invest GmbH holds 3,577,219 shares, representing an ownership interest of 22.48936 percent in ATOSS Software SE.

Furthermore, a sublease agreement exists between ATOSS Global Ventures GmbH, Munich– a company indirectly controlled by the CEO – and ATOSS Software SE The lease with ORY Grundbesitzverwaltungs-GmbH, Munich (formerly OF Grundbesitzverwaltungs-GmbH, Grünwald), a company indirectly controlled by the CEO, remained in effect through 09/2025. The value of the rental income recognized on standard terms amounts to EUR 57,919 (previous year: EUR 47,038).

With the exception of the Management Board contract existing between the company and Mr. Andreas F.J. Obereder, as well as the sublease agreement concluded between the company and a company indirectly controlled by Andreas F.J. Obereder, no reportable transactions took place in the company and/or the company's management bodies with respect to AOB Invest GmbH or Andreas F.J. Obereder, or any company affiliated with AOB Invest GmbH or Andreas F.J. Obereder in the financial year under review. The company is in no way disadvantaged by the management board contract.

The wife of the Chief Executive Officer did not provide any services to the company in 2025 (previous year: EUR 4,154). In addition, the daughter of the Chief Executive Officer is employed on standard market terms. In 2025 the company incurred personnel costs in the amount of EUR 12,244 (previous year: EUR 9,074) for this contract. As of 12/31/2025, there are no current provisions for outstanding invoices from the wife of the Chief Executive Officer (previous year: EUR 4,154). There are current provisions for as yet unpaid bonuses to the daughter of the CEO amounting to EUR 550 (previous year: EUR 550).

As of 12/31/2025, the close family members of the CEO held the following shares: Ursula Obereder: 55,452 shares (previous year: 55,452 shares); Christopher Obereder: 77,200 shares (previous year: 77,200); Nicola Obereder: 55,344 shares (previous year: 55,344).

**Dirk Häußermann**
In addition to his agreed management board compensation from the company via AOB Invest GmbH, Grünwald, Germany (ultimate parent company of ATOSS Software SE, Munich), the former CEO, Dirk Häußermann, who left company effective 03/31/2024, also receives a further variable remuneration component with a long-term incentive effect in the form of phantom stock options in ATOSS Software SE for his work as Co-CEO of the company. For this purpose, a contract was concluded between AOB Invest GmbH and Dirk Häußermann for the granting of a long-term incentive. Due to Dirk Häußermann's premature departure before the vesting period agreed with AOB Invest GmbH, Grünwald, had expired, partial entitlements amounting to 60 percent (25,200 virtual stock options) have lapsed. The 40 percent phantom stock options (16,800 virtual stock options worth TEUR 1,899) that vested following the expiry of the first and second vesting periods, were exercised by Dirk Häußermann on 03/31/2024. In the previous year, the cancellation of partial entitlements resulted in other operating income and release of capital reserves in an amount of EUR 573,861.

In the 2025 reporting period, as in the preceding year, no further reportable transactions took place with members of the Management or Supervisory Boards or other affiliated persons that go beyond those specified in Note 52 (Supervisory Board) or Note 37 (Pension provisions) or exceed existing terms of employment.





## 55. Employees

As of 12/31/2025 the company employed 856 persons across the Group (previous year: 820), and there were an average of 835 staff employed (previous year: 808). Excluding trainees and temporary staff, the average number of staff employed stood at 805 (previous year: 771).

The quarterly average number of employees was as follows:

| | 2025 | 2024 |
|---|---|---|
| Sales and marketing | 192 | 187 |
| Consulting | 200 | 190 |
| Development | 313 | 308 |
| Administration | 130 | 123 |
| **Total** | **835** | **808** |
| Of which trainees | 0 | 0 |
| Of which temporary staff | 30 | 37 |
| Plus members of the Management Board | 3 | 3 |

## 56. Share-based Payment for employees

Besides the two members of the Management Board listed in Note 53, ATOSS Software SE also granted share-based remuneration to further individual employees in 2021, 2023, 2024, and 2025 which is settled in cash. To this end, it granted the beneficiary employees Restricted Stock Units with an equivalent value of EUR 2,780,000 based on the average share price of the ATOSS Software SE stock at the time of the Xetra closing auction during the three months before the contractual start of the agreement. A total of 23,601 Restricted Stock Units were thus granted. The Restricted Stock Units are only allocated virtually. No actual transfer takes place.

**Restricted Stock Units**
The Restricted Stock Units are only allocated virtually and they entitle the holder, when exercised, to receive a cash payment reflecting growth in the share price of ATOSS Software SE which is therefore reported as share-based remuneration with cash settlement in accordance with IFRS 2.30. The Restricted Stock Units are measured at the fair value of the liability on each reporting date and reported in the balance sheet under other provisions. The entire vesting period for Restricted Stock Units comprises a period of 54-60 months beginning at the time the Restricted Stock Units are granted and divided into three installments: 10 percent after 18-24 months, 20 percent after 42-48 months, 70 percent after 54-60 months from the start of the contract.

**Valuation approach:** The Restricted Stock Units granted are subject to a cap on payment. The value of the cap is deducted from the current share price when the value of the Restricted Stock Units is determined. The cap is valued as a European short call option using the Black Scholes Merton model and market data on the valuation date.

**Valuation and grant date:** The Restricted Stock Unit agreements were granted and valued between September and November 2021, in November 2023, between April and December 2024, and between January and October 2025.

**Baseline price:** The XETRA closing price of the ATOSS Software SE stock on the relevant valuation date was used as the definitive price for the baseline value of the Restricted Stock Units. On 12/31/2025, this price stood at EUR 115.40 (previous year: EUR 114.2).

**Expected term and exercise price:** The vesting period for the Restricted Stock Units on the date they are granted is five years, and it corresponds to the earliest exercise date after the Restricted Stock Units have fully vested The exercise price of the Restricted Stock Units used to value the cap is 300 percent of the original allocation amount per share of EUR 86* for the Restricted Stock Units granted in 2021 and EUR 107* for the Restricted Stock Units granted in 2023. For the Restricted Stock Units granted in 2024, the exercise price lies between EUR 120 and EUR 126, and between EUR 116.17* and EUR 128.25* for the Restricted Stock Units granted in 2025.

**Expected volatility of the share price:** In valuing the Restricted Stock Units, an expected volatility in the ATOSS Software SE share price of 32.1 percent was applied as of 12/31/2025 (previous year: 30.7 percent) for Restricted Stock Units granted in 2021, 29.7 percent (previous year: 36.1 percent) for the Restricted Stock Units granted in 2023, and expected volatility in a range between 31.0 percent and 33.2 percent (previous year: 37.2 percent and 41.1 percent) for the Restricted Stock Units granted in 2024, and in a range between 33.9 percent and 34.2 percent for the Restricted Stock Units granted in 2025, calculated as an annualized standard deviation of logarithmic returns from a series of daily closes matching the expected term. As ATOSS Software SE does not have any actively traded options, the expected volatility was based entirely on historical movements in the share price of ATOSS Software SE.

**Interest rates used**
With regard to the vesting period of five years or 24 months, 48 months and 60 months from the grant date, a continuously rising, risk-free interest rate of 2.0 percent (previous year: 2.1 percent) as of 12/31/2025 was used in the underlying option price model for the Restricted Stock Units granted in 2021, 2.2 percent (previous year: 2.1 percent) for the Restricted Stock Units granted in 2023, between 2.2 percent and 2.3 percent (previous year: 2.1 percent) for the Restricted Stock Units granted in 2024, and between 2.3 percent and 2.4 percent for the Restricted Stock Units granted in 2025. This risk-free interest rate is derived from the risk-free structure of zero-coupon interest rates determined by the Deutsche Bundesbank on the reference date using the prices of German government bonds in accordance with the Svensson method.

**Expected dividend yield**
An annual expected dividend yield of 1.8 percent (previous year: 1.5 percent) was used to value the Restricted Stock Units granted.

The average weighted residual term of the Restricted Stock Units granted is 6 months as of 12/31/2025 (previous year: 14 months) for Restricted Stock Units granted in 2021, 28 months (previous year: 40 months) for Restricted Stock Units granted in 2023, 37 months (previous year: 48 months) for Restricted Stock Units granted in 2024, and 44 months for Restricted Stock Units granted in 2025.

No Restricted Stock Units were exercised in the reporting period. Restricted Stock Units amounting to EUR 170,971 (previous year: EUR 100,374) have lapsed. The carrying amount of the provision for all employees falling under this share-based remuneration is EUR 916,992 as of 12/31/2025 (previous year: EUR 516,628). Total expenses from share-based remuneration recognized in personnel costs in 2025 amount to EUR 571,336 (previous year: EUR 379,046).

Since November 2020, ATOSS Software SE has been offering its employees the opportunity to acquire company securities in the form of no-par value ordinary shares. In doing so, the company puts up 30 percent of each actual investment amount for its employees in the form of gross salary within certain thresholds based on the level of the particular employee/senior executive. The subsidies granted are recognized under personnel expenses and in 2025 they amount to EUR 312,218 (previous year: EUR 268,988).

*In accordance with IAS 33.64, the share price was retrospectively adjusted as a result of the capital increase from company funds and the issuance of new shares carried out in 2024.



## 57. Auditors' fees

The total fees paid to the auditor under Sec. 314 (1) No. 9 of the German Commercial Code (HGB) for the audit of the financial statements conducted by PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt am Main, Munich branch office, or companies affiliated to it, were recognized as expenses as follows:

| EUR | 2025 | 2024 |
|---|---|---|
| Auditing services for annual financial statements | 292,588 | 263,075 |
| Other assurance services | 53,000 | 158,990 |
| **Total of fees** | **345,588** | **422,065** |

The fee for auditing services related to the auditing of the consolidated financial statements and the individual financial statements of ATOSS Software SE and a formal audit of the remuneration report. Other assurance services relate to the audit of the Group sustainability report.

No further remuneration was paid to the auditors under Sec. 314 (1) No. 9 HGB.

## 58. Financial obligations

The financial commitments relate to rental and leasing contracts.

The company leases its vehicle fleet as well as copiers and servers from various leasing companies. In individual cases expiring leases may be extended. No provision is made for an option to buy at the end of the term. Lease payments are recorded in accordance with IFRS 16. The lease contracts have an average term of between three and five years.

Office premises at the facilities and locations of the relevant company. In some cases, the contracts include price adjustment clauses on standard market terms.

The financial obligations in respect of rents and lease payments for the coming financial years were composed as follows as of 12/31/2025:

| EUR | Rents for premises | Other rents and lease payments |
|---|---|---|
| 2026 | 2,546,512 | 2,829,529 |
| 2027 to 2030 | 2,984,930 | 2,804,968 |
| post 2030 | 209,072 | 0 |
| **Total** | **5,740,514** | **5,634,497** |

## 59. Objectives and methods of managing financial risk

The Group is exposed to various financial risks: market risk, credit risk and liquidity risk. The Group's risk management is aimed at recognizing unpredictable developments on the financial markets and minimizing any potentially negative effects on the Group's financial position.

Risk management is conducted in accordance with guidelines adopted by the Management Board. The Group identifies, measures and hedges financial risks in close cooperation with the Group's operating units.

**Capital control**
The company regards equity as an essential management parameter in guarding against economic, sector- and company-specific risks. Consequently, the company's financial strategy is directed towards maintaining a level of equity commensurate with such risks. The equity ratio as of 12/31/2025 amounts to 61 percent (previous year: 56 percent).

The Group manages its capital structure and makes adjustments in consideration of changes in the economic climate. In order to maintain or modify its capital structure, the Group can adjust its dividend payments to shareholders, or make a repayment of capital to the shareholders, or issue new shares. As of 12/31/2025 and 12/31/2024, no changes were made in the Group's objectives, policies or procedures. Further information on how the capital structure of the Group is managed is contained in the Management Report.

The principle financial liabilities held by the Group are trade accounts payable. The main purpose of these financial liabilities is to finance the business activities of the Group.

The Group has various financial assets and precious metals at its disposal, as well as trade accounts receivable, other financial assets, and cash and cash equivalents (incl. fixed-term deposits). The essential risks deriving from the financial assets comprise market, liquidity and credit risks.

**Market risk**
The market risk is deemed to be material with regard to financial assets measured at fair value through profit or loss. The market risk is namely the risk that the fair value of or cash flow from a financial instrument may fluctuate as a result of variations in market prices. The investments made by the Group in physical gold are susceptible to market price risks arising from uncertainties in the future development in the value of these financial instruments.

The Group limits its exposure to market price risk by restricting the volumes allocated to individual forms of investment. Moreover the company does not invest its available liquidity in speculative forms of investment. The Group's investment strategy is oriented towards preserving value and safeguarding against inflation in the long term. The Group management and Supervisory Board regularly receive reports on the development in financial assets available for sale. All decisions concerning investments in financial assets and precious metals are reviewed and approved by the company management.

As of the balance sheet closing date, the risk associated with financial assets invested in investment funds amounted at fair value to EUR 5,263,740 (previous year: EUR 5,220,541). A fall or rise of 25 percent in the market price of the investment funds as a consequence of changes in market conditions would impact earnings in the amount of EUR 1,315,935 (previous year: EUR +/-1,305,135).

In the case of gold, the risk on the closing date amounted at fair value to EUR 6,413,370 (previous year: EUR 4,290,475). A fall or rise of 10 percent in the gold price as a consequence of changes in market conditions would impact earnings in the amount of EUR 641,337 (previous year: EUR +/-429,048).

The Group has fixed-term deposit accounts denominated in US dollars and CHF. As of the closing date, the fair value of the US dollars reported in cash and cash equivalents was EUR 2,058,452 (previous year: EUR 2,144,800). A fall or rise of 10 percent in the price of the US dollar as a consequence of changes in market conditions would impact Group earnings in the amount of EUR 205,845 (previous year: EUR +/-214,480). As of the closing date, the fair value of the CHF reported in cash and cash equivalents in 2025 was EUR 5,961,594 (previous year: EUR 5,267,703). A fall or rise of 10 percent in the price of the CHF as a consequence of changes in market conditions would impact Group earnings in the amount of EUR 596,159 (previous year: EUR +/-526,770).

These sensitivity analyses each relate to the situation as of 12/31/2025.

The Group holds no derivative financial instruments. In accordance with internal policy, the Group did not engage in any trading in derivatives in financial years 2025 or 2024, nor will it do so in future.

Due to the absence of external funding and the non-material level of transactions outside the Eurozone, interest rate and currency risks have no material significance for the Group and are therefore not further explained.

**Credit risk**
To manage its credit risks the Group enters into transactions exclusively with creditworthy third parties. In the case of banks, only contracting parties with a good, independent rating are accepted. All customers with whom the Group wishes to enter into credit-based transactions are subjected to credit checks. In addition, the trade accounts receivable are permanently monitored with the result that, beyond the existing allowance, the Group is not exposed to any significant risk of default. The maximum default risk is limited to the carrying value detailed in Note 25. In the case of the Group's other financial assets such as cash and cash equivalents, the maximum credit risk in the event of a counterparty default equates to the carrying value of these instruments. There were no significant risk clusters.

All debt instruments in a company measured at amortized cost and at fair value through other comprehensive income, are deemed to be "associated with low default risk"; the default risk is thus assumed to be low.

**Liquidity risk**
Liquidity risk represents the inability to meet financial obligations such as servicing debt. The only liquidity risk for the Group arises from lease liabilities and trade accounts payable as it has no borrowings. In addition, in order to continuously monitor the risk of a liquidity shortage, the Group prepares liquidity forecasts with a fixed planning horizon of one year. The Group assesses the concentration of risk in connection with other financial assets as low. Receivables are due from customers in a variety of sectors, operating in independent markets. The Group also invests its available liquidity in various forms of investment such as gold, investment funds, capital investments with banks and insurance companies and fixed-term deposits.

Changes in liabilities resulting from financing activities are as follows:

| | 01/01/2025 | Changes affecting payments | Non-cash changes due to additions and change in the residual term of lease agreements | Non-cash changes due to the compounding of lease liabilities | 12/31/2025 |
|---|---|---|---|---|---|
| Lease liabilities | 6,589,370 | -3,621,306 | 3,743,389 | 123,665 | 6,835,118 |
| **Liabilities from financing activities** | **6,589,370** | **-3,621,306** | **3,743,389** | **123,665** | **6,835,118** |

| | 01/01/2024 | Changes affecting payments | Non-cash changes due to additions and change in the residual term of lease agreements | Non-cash changes due to the compounding of lease liabilities | 12/31/2024 |
|---|---|---|---|---|---|
| Long-term lease liabilities | 5,611,380 | | -2,072,293 | 70,255 | 3,609,342 |
| Short-term lease liabilities | 2,813,003 | -3,303,464 | 3,419,303 | 51,186 | 2,980,028 |
| **Liabilities from financing activities** | **8,424,383** | **-3,303,464** | **1,347,010** | **121,441** | **6,589,370** |

## 60. Financial instruments – additional disclosures

The connections between the classification and valuation of financial instruments can be taken from the following table, based on the relevant items in the balance sheet.

Carrying amounts, recognized values and fair values by measurement category:

| | Measurement categories pursuant to IFRS 9 | Carrying amount as of 12/31/2025 | Recognized value in balance sheet pursuant to IFRS 9 | | Fair value |
|---|---|---|---|---|---|
| | | | Amortized cost | Fair value through P/L | |
| **Assets** | | | | | |
| Cash and cash equivalents | AC* | 91,227,072 | 91,227,072 | | 91,227,072 |
| Trade receivables | AC* | 10,960,014 | 10,960,014 | | 10,960,014 |
| Other non-current financial assets | AC* | 523,862 | 523,862 | | 523,862 |
| Other current financial assets | FV/PL* (FV-Level 1) | 3,655 | | 3,655 | 3,655 |
| Investments in investment funds | FV/PL (FK)* (FV-Level 1) | 5,263,740 | | 5,263,740 | 5,263,740 |
| Fixed-term deposits | AC* | 20,288,501 | 20,288,501 | | 20,288,501 |
| **Liabilities** | | | | | |
| Trade accounts payable | FLAC* | 2,585,768 | 2,585,768 | | 2,585,768 |
| Other current financial liabilities | FLAC* | 6,105,494 | 6,105,494 | | 6,105,494 |
| Other non-current financial liabilities | FLAC* | 4,362,685 | 4,362,685 | | 4,362,685 |

| | Measurement categories pursuant to IFRS 9 | Carrying amount as of 12/31/2024 | Recognized value in balance sheet pursuant to IFRS 9 | | Fair value |
|---|---|---|---|---|---|
| | | | Amortized cost | Fair value through P/L | |
| **Assets** | | | | | |
| Cash and cash equivalents | AC* | 82,666,868 | 82,666,868 | | 82,666,868 |
| Trade receivables | AC* | 9,312,814 | 9,312,814 | | 9,312,814 |
| Other non-current financial assets | AC* | 517,140 | 517,140 | | 517,140 |
| Other current financial assets | FV/PL* (FV-Level 1) | 3,727 | | 3,727 | 3,727 |
| Investments in investment funds | FV/PL (FK)* (FV-Level 1) | 5,220,541 | | 5,220,541 | 5,220,541 |
| Fixed-term deposits | AC* | 20,021,556 | 20,021,556 | | 20,021,556 |
| **Liabilities** | | | | | |
| Trade accounts payable | FLAC* | 1,959,285 | 1,959,285 | | 1,959,285 |
| Other current financial liabilities | FLAC* | 4,911,327** | 4,911,327** | | 4,911,327** |
| Other non-current financial liabilities | FLAC* | 2,453,351** | 2,453,351** | | 2,453,351** |

*AC: financial assets measured at amortized cost; FLAC: financial liabilities measured at amortized cost; FV/PL: financial assets and liabilities measured at fair value through profit and loss
**Figures for the previous year were adjusted with respect to maturities and an amount of EUR 2,453,351 was reclassified from other current financial liabilities to other non-current financial liabilities.





## 61. German Corporate Governance Code

The Management and Supervisory Boards of ATOSS Software SE issued a declaration regarding the German Corporate Governance Code on 12/03/2025. The full text of the declaration pursuant to Sec. 161 of the German Stock Corporation Act (AktG) is available on the Internet at https://www.atoss.com/en/company/investor-relations/corporate-governance.

The Management and Supervisory Boards make a declaration each year detailing their compliance with the German Corporate Governance Code and the recommendations contained therein and include the contents in the annual report.

## 62. Notifiable participating interests

In the financial year 2025, the company did not receive any notifications regarding changes in participating interests pursuant to Secs. 33 ff. of the German Securities Trading Act (WpHG):

As of 12/31/2025 AOB Invest GmbH, Grünwald, holds a voting rights share of 22.48936 percent of the share capital of the company, with 3,577,219 shares. As of 12/31/2025, and since 09/11/2024, General Atlantic Chronos GmbH, Munich, has held a voting rights share of 21.59462 percent of the share capital of ATOSS Software SE.

The actual number of voting rights may deviate from the number listed as a result of interim, non-notifiable or unreported trading.

## 63. Adoption of the consolidated financial statements

The present annual financial statements were passed on 02/27/2026 by the Management Board and submitted to the Supervisory Board, which may make alterations to the said statements up to and including the time of the Supervisory Board meeting to adopt the accounts on 03/06/2026.

## 64. Appropriation of net income

The Management Board proposes to use a sum of EUR 64,132,739 from the unappropriated net income of ATOSS Software SE under commercial law from the 2025 financial year for a dividend payment of EUR 2.28 per dividend-bearing share and to carry the remaining net income forward to new account. If this dividend proposal for unappropriated net income is accepted by the Annual General Meeting, this will result in a dividend payment of EUR 36,266,300 on the share capital entitled to a dividend as of 12/31/2025 amounting to EUR 15,906,272 and profit carried forward of EUR 27,866,439.

## 65. Report on events after the balance sheet date

As of 02/27/2026, in February 2026, AOB Invest GmbH which is controlled by the founder and CEO of ATOSS Software SE, Andreas F. J. Obereder, Grünwald, acquired a total of 223,995 shares of ATOSS Software SE, Munich. In addition, on 02/13/2026, the Member of the Board (CFO), Christof Leiber, acquired 2,500 shares of ATOSS Software SE, Munich.

As part of the partial settlement of the share-based management board compensation (Restricted Stock Units – Equity-Settled), on 02/06/2026, Pritim Kumar Krishnamoorthy (COO) acquired 2,610 shares (following the vesting of 3,984 Restricted Stock Units) and Christof Leiber (CFO) acquired 1,745 shares (following the vesting of 2,656 Restricted Stock Units).

There were no further significant events after the reporting date, that had an impact on the reporting date.

Munich, 02/27/2026
The Management Board

| | | |
|---|---|---|
| **Andreas F.J. Obereder** | **Pritim Kumar Krishnamoorthy** | **Christof Leiber** |
| CEO | COO | CFO |





# Independent Auditor's Report

To ATOSS Software SE, Munich

**Report on the Audit of the Consolidated Financial Statements and of the Group Management Report**

**Audit Opinions**
We have audited the consolidated financial statements of ATOSS Software SE, Munich, and its subsidiaries (the Group), which comprise the Consolidated Balance Sheet as at 31 December 2025, and the Consolidated Income Statement, Consolidated Statement of Comprehensive Income, Consolidated Cash Flow Statement and Statement of Changes in Consolidated Equity for the financial year from 1 January to 31 December 2025 and Notes to the Consolidated Financial Statements, including material accounting policy information. In addition, we have audited the Group Management Report of ATOSS Software SE, which is combined with the Company's management report, for the financial year from 1 January to 31 December 2025. In accordance with the German legal requirements, we have not audited the content of section „3.6. Description of the main features of the internal control system" of the group management report.

In our opinion, on the basis of the knowledge obtained in the audit,

- the accompanying consolidated financial statements comply, in all material respects, with the IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) (the IFRS Accounting Standards) as adopted by the EU and the additional requirements of German commercial law pursuant to § [Article] 315e Abs. [paragraph] 1 HGB [Handelsgesetzbuch: German Commercial Code] and, in compliance with these requirements, give a true and fair view of the assets, liabilities, and financial position of the Group as at 31 December 2025, and of its financial performance for the financial year from 1 January to 31 December 2025 and
- the accompanying group management report as a whole provides an appropriate view of the Group's position. In all material respects, this group management report is consistent with the consolidated financial statements, complies with German legal requirements and appropriately presents the opportunities and risks of future development. Our audit opinion on the group management report does not cover the content of section „3.6. Description of the main features of the internal control system" referred to above.

Pursuant to § 322 Abs. 3 Satz [sentence] 1 HGB, we declare that our audit has not led to any reservations relating to the legal compliance of the consolidated financial statements and of the group management report.

**Basis for the Audit Opinions**
We conducted our audit of the consolidated financial statements and of the group management report in accordance with § 317 HGB and the EU Audit Regulation (No. 537/2014, referred to subsequently as "EU Audit Regulation") in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Our responsibilities under those requirements and principles are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and of the Group Management Report" section of our auditor's report. We are independent of the group entities in accordance with the requirements of European law and German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. In addition, in accordance with Article 10 (2) point (f) of the EU Audit Regulation, we declare that we have not provided nonaudit services prohibited under Article 5 (1) of the EU Audit Regulation. We believe that the audit evidence we have obtained is sufficient and appropriate to pro-vide a basis for our audit opinions on the consolidated financial statements and on the group management report.

**Key Audit Matters in the Audit of the Consolidated Financial Statements**
Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the financial year from 1 January to 31 December 2025. These matters were addressed in the context of our audit of the consolidated fi-nancial statements as a whole, and in forming our audit opinion thereon; we do not provide a separate audit opinion on these matters.

In our view, the matter of most significance in our audit was as follows:

**1. Revenue recognition**

Our presentation of this key audit matter has been structured as follows:
1. Matter and issue
2. Audit approach and findings
3. Reference to further information

Hereinafter we present the key audit matter:

**1. Revenue recognition**
1. The ATOSS Group generated revenue amounting to EUR 189,258 thousand in total in the financial year from a variety of different services offered. These include in particular software services, the sale of software licences, the provision of services and maintenance as well as the processing of long-term production contracts in the area of workforce management systems and the sale of hardware. In accordance with IFRS 15 „Revenue from Contracts with Customers", revenue recognition is dependent on satisfying the performance obligation and must be evaluated on the basis of the underlying contracts. Against the background of the different service offerings and the associated complexity of revenue recognition in relation to the timing and amount of revenue recognized, the recognition of revenue was of particular significance for our audit.

2. As part of our audit, we assessed, among other things, the appropriateness and effectiveness of the established internal control system of the Group with regard to the complete and correct recognition of revenue, including the IT systems used. In this context, we also assessed the consistency of the procedures used to recognize revenue. On that basis, in order to audit revenue, we selected, among other things, individual transactions with customers on a sample basis and inspected and assessed underlying documents (such as orders, delivery documentation, invoices and payment records). Our audit procedures also included inspecting significant contracts and obtaining transaction confirmations for trade receivables and other evidence supporting the respective satisfaction of performance obligations identified in the contract. As part of this process, we assessed whether revenue had been recognized in full, including through the use of analytical audit procedures. We also verified whether revenue had been appropriately allocated to the correct periods or deferred. We were able to satisfy ourselves that the implemented systems, processes, and controls are appropriate overall and that the estimates and assumptions made by the executive directors with respect to revenue recognition are sufficiently documented and substantiated.

3. The Company's disclosures on revenue are contained in the notes to the consolidated financial statements under II. Accounting policies: 20. Revenue from contracts with customers, and IV. Notes to the consolidated income statement: 40. Revenue.

**Other Information**
The executive directors are responsible for the other information. The other information comprises the section „3.6. Description of the main features of the internal control system", which we obtained prior to the date of our auditor's report, as an unaudited part of the group management report.

The other information comprises further
- the statement on corporate governance pursuant to § 289f HGB and § 315d HGB, which we obtained prior to the date of our auditor's report
- the separate non-financial group report to comply with §§ 315b to 315c HGB, which we obtained prior to the date of our auditor's report
- all remaining parts of the annual report, which are expected to be made available to us after the date of the auditor's report– excluding cross-references to external information – with the excep-tion of the audited consolidated financial statements, the audited group management report and our auditor's report

Our audit opinions on the consolidated financial statements and on the group management report do not cover the other information, and consequently we do not express an audit opinion or any other form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information mentioned above and, in so doing, to consider whether the other information
- is materially inconsistent with the consolidated financial statements, with the group management report disclosures audited in terms of content or with our knowledge obtained in the audit, or
- otherwise appears to be materially misstated.

**Responsibilities of the Executive Directors and the Supervisory Board for the Consolidated Financial Statements and the Group Management Report**
The executive directors are responsible for the preparation of the consolidated financial statements that comply, in all material respects, with IFRS Accounting Standards as adopted by the EU and the additional requirements of German commercial law pursuant to § 315e Abs. 1 HGB, and that the consolidated financial statements, in compliance with these requirements, give a true and fair view of the assets, liabilities, financial position and financial performance of the Group. In addition, the executive directors are responsible for such internal control as they have determined necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

In preparing the consolidated financial statements, the executive directors are responsible for as-sessing the Group's ability to continue as a going concern. They also have the responsibility for disclosing, as applicable, matters related to going concern. In addition, they are responsible for financial reporting based on the going concern basis of accounting unless there is an intention to liquidate the Group or to cease operations, or there is no realistic alternative but to do so.

Furthermore, the executive directors are responsible for the preparation of the group management report that, as a whole, provides an appropriate view of the Group's position and is, in all material respects, consistent with the consolidated financial statements, complies with German legal requirements, and appropriately presents the opportunities and risks of future development. In addition, the executive directors are responsible for such arrangements and measures (systems) as they have considered necessary to enable the preparation of a group management report that is in accordance with the applicable German legal requirements, and to be able to provide sufficient appropriate evidence for the assertions in the group management report.

The supervisory board is responsible for overseeing the Group's financial reporting process for the preparation of the consolidated financial statements and of the group management report.

**Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and of the Group Management Report**
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and whether the group management report as a whole provides an appropriate view of the Group's position and, in all material respects, is consistent with the consolidated financial statements and the knowledge obtained in the audit, complies with the German legal requirements and appropriately presents the opportunities and risks of future development, as well as to issue an auditor's report that includes our audit opinions on the consolidated financial statements and on the group management report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with § 317 HGB and the EU Audit Regulation and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer (IDW) will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and this group management report.

We exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and of the group management report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our audit opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

- Obtain an understanding of internal control relevant to the audit of the consolidated financial statements and of arrangements and measures (systems) relevant to the audit of the group management report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an audit opinion on the effectiveness of the internal control and these arrangements and measures (systems), respectively.

- Evaluate the appropriateness of accounting policies used by the executive directors and the reasonableness of estimates made by the executive directors and related disclosures.

- Conclude on the appropriateness of the executive directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the consolidated financial statements and in the group management report or, if such disclosures are inadequate, to modify our respective audit opinions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to be able to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements present the underlying transactions and events in a manner that the consolidated financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the Group in compliance with IFRS Accounting Standards as adopted by the EU and the additional requirements of German commercial law pursuant to § 315e Abs. 1 HGB.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming audit opinions on the consolidated financial statements and on the group management report. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinions.

- Evaluate the consistency of the group management report with the consolidated financial statements, its conformity with German law, and the view of the Group's position it provides.

- Perform audit procedures on the prospective information presented by the executive directors in the group management report. On the basis of sufficient appropriate audit evidence we evaluate, in particular, the significant assumptions used by the executive directors as a basis for the prospective information, and evaluate the proper derivation of the prospective information from these assumptions. We do not express a separate audit opinion on the prospective information and on the assumptions used as a basis. There is a substantial unavoidable risk that future events will differ materially from the prospective information.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with the relevant independence requirements, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

## Other Legal and Regulatory Requirements

**Report on the Assurance on the Electronic Rendering of the Consolidated Financial Statements and the Group Management Report Prepared for Publication Purposes in Accordance with § 317 Abs. 3a HGB**

**Assurance Opinion**
We have performed assurance work in accordance with § 317 Abs. 3a HGB to obtain reasonable assurance as to whether the rendering of the consolidated financial statements and the group management report (hereinafter the "ESEF documents") contained in the electronic file ATOSS Software_SE_KA+KLB_ESEF-2025-12-31-1-de.xbri and prepared for publication purposes complies in all material respects with the requirements of § 328 Abs. 1 HGB for the electronic reporting format ("ESEF format"). In accordance with German legal requirements, this assurance work extends only to the conversion of the information contained in the consolidated financial statements and the group management report into the ESEF format and therefore relates neither to the information contained within these renderings nor to any other information contained in the electronic file identified above.

In our opinion, the rendering of the consolidated financial statements and the group management report contained in the electronic file identified above and prepared for publication purposes complies in all material respects with the requirements of § 328 Abs. 1 HGB for the electronic reporting format. Beyond this assurance opinion and our audit opinion on the accompanying consolidated financial statements and the accompanying group management report for the financial year from 1 January to 31 December 2025 contained in the "Report on the Audit of the Consolidated Financial Statements and on the Group Management Report" above, we do not express any assurance opinion on the information contained within these renderings or on the other information contained in the electronic file identified above.

**Basis for the Assurance Opinion**
We conducted our assurance work on the rendering of the consolidated financial statements and the group management report contained in the electronic file identified above in accordance with § 317 Abs. 3a HGB and the IDW Assurance Standard: Assurance Work on the Electronic Rendering of Financial Statements and Management Reports, Prepared for Publication Purposes in Accordance with § 317 Abs. 3a HGB ( IDW AsS 410 (06.2022)) and the International Standard on Assurance Engagements 3000 (Revised). Our responsibility in accordance therewith is further described in the "Group Auditor's Responsibilities for the Assurance Work on the ESEF Documents" section. Our audit firm applies the IDW Standard on Quality Management: Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)).

**Responsibilities of the Executive Directors and the Supervisory Board for the ESEF Documents**
The executive directors of the Company are responsible for the preparation of the ESEF documents including the electronic rendering of the consolidated financial statements and the group management report in accordance with § 328 Abs. 1 Satz 4 Nr. [number] 1 HGB and for the tagging of the consolidated financial statements in accordance with § 328 Abs. 1 Satz 4 Nr. 2 HGB.

In addition, the executive directors of the Company are responsible for such internal control as they have considered necessary to enable the preparation of ESEF documents that are free from material non-compliance with the requirements of § 328 Abs. 1 HGB for the electronic reporting format, whether due to fraud or error.

The supervisory board is responsible for overseeing the process for preparing the ESEF documents as part of the financial reporting process.

**Group Auditor's Responsibilities for the Assurance Work on the ESEF Documents**
Our objective is to obtain reasonable assurance about whether the ESEF documents are free from material non-compliance with the requirements of § 328 Abs. 1 HGB, whether due to fraud or error. We exercise professional judgment and maintain professional skepticism throughout the assurance work. We also:

- Identify and assess the risks of material non-compliance with the requirements of § 328 Abs. 1 HGB, whether due to fraud or error, design and perform assurance procedures responsive to those risks, and obtain assurance evidence that is sufficient and appropriate to provide a basis for our assurance opinion.

- Obtain an understanding of internal control relevant to the assurance work on the ESEF documents in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an assurance opinion on the effectiveness of these controls.

- Evaluate the technical validity of the ESEF documents, i.e., whether the electronic file containing the ESEF documents meets the requirements of the Delegated Regulation (EU) 2019/815 in the version in force at the date of the consolidated financial statements on the technical specification for this electronic file.

- Evaluate whether the ESEF documents provide an XHTML rendering with content equivalent to the audited consolidated financial statements and to the audited group management report.

- Evaluate whether the tagging of the ESEF documents with Inline XBRL technology (iXBRL) in accordance with the requirements of Articles 4 and 6 of the Delegated Regulation (EU) 2019/815, in the version in force at the date of the consolidated financial statements, enables an appropriate and complete machine-readable XBRL copy of the XHTML rendering.

**Further Information pursuant to Article 10 of the EU Audit Regulation**
We were elected as group auditor by the annual general meeting on 30 April 2025. We were engaged by the supervisory board on 13 December 2025. We have been the group auditor of the ATOSS Software SE, Munich, without interruption since the financial year 2019.

We declare that the audit opinions expressed in this auditor's report are consistent with the addi-tional report to the audit committee pursuant to Article 11 of the EU Audit Regulation (long-form audit report).

## Reference to an other Matter – use of the Auditor's Report

Our auditor's report must always be read together with the audited consolidated financial statements and the audited group management report as well as the assured ESEF documents. The consol-idated financial statements and the group management report converted to the ESEF format – including the versions to be filed in the company register – are merely electronic renderings of the audited consolidated financial statements and the audited group management report and do not take their place. In particular, the "Report on the Assurance on the Electronic Rendering of the Consolidated Financial Statements and the Group Management Report Prepared for Publication Purposes in Accordance with § 317 Abs. 3a HGB" and our assurance opinion contained therein are to be used solely together with the assured ESEF documents made available in electronic form.

**German Public Auditor responsible for the Engagement**
The German Public Auditor responsible for the engagement is Petra Hälsig.

Munich, 27 February 2026

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

| | |
|---|---|
| Petra Hälsig | ppa. Reinhard Anzenberger |
| Wirtschaftsprüfer | Wirtschaftsprüfer |
| (German Public Auditor) | (German Public Auditor) |

# Statement by the authorized representative body

We declare that to the best of our knowledge and in accordance with applicable accounting principles, the annual consolidated financial statements provide a true and fair view of the company's net assets, financial position and results of operations and that the combined management report presents a true and fair view of the development of business, including the operating results and the position of the Group, and also describes the significant opportunities and risks relating to the probable development of the company.

Munich, 02/27/2026

The Management Board

| | | |
|---|---|---|
| **Andreas F.J. Obereder** | **Pritim Kumar Krishnamoorthy** | **Christof Leiber** |
| CEO | COO | CFO |

# Corporate Calendar

**03/10/2026**
Publication of the annual report for 2025

**04/24/2026**
Publication of the 3-monthly financial statements

**04/24/2026**
Earnings Call Q1 2026

**04/30/2026**
Ordinary annual general meeting 2026

**07/24/2026**
Press release announcing the
6-monthly financial statements

**07/24/2026**
Earnings Call Q2 2026

**08/11/2026**
Publication of the 6-monthly financial statements

**10/23/2026**
Publication of the 9-monthly financial statements

**10/23/2026**
Earnings Call Q3 2026

**11/23/2026**
ATOSS at the German Equity Forum

# Imprint

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