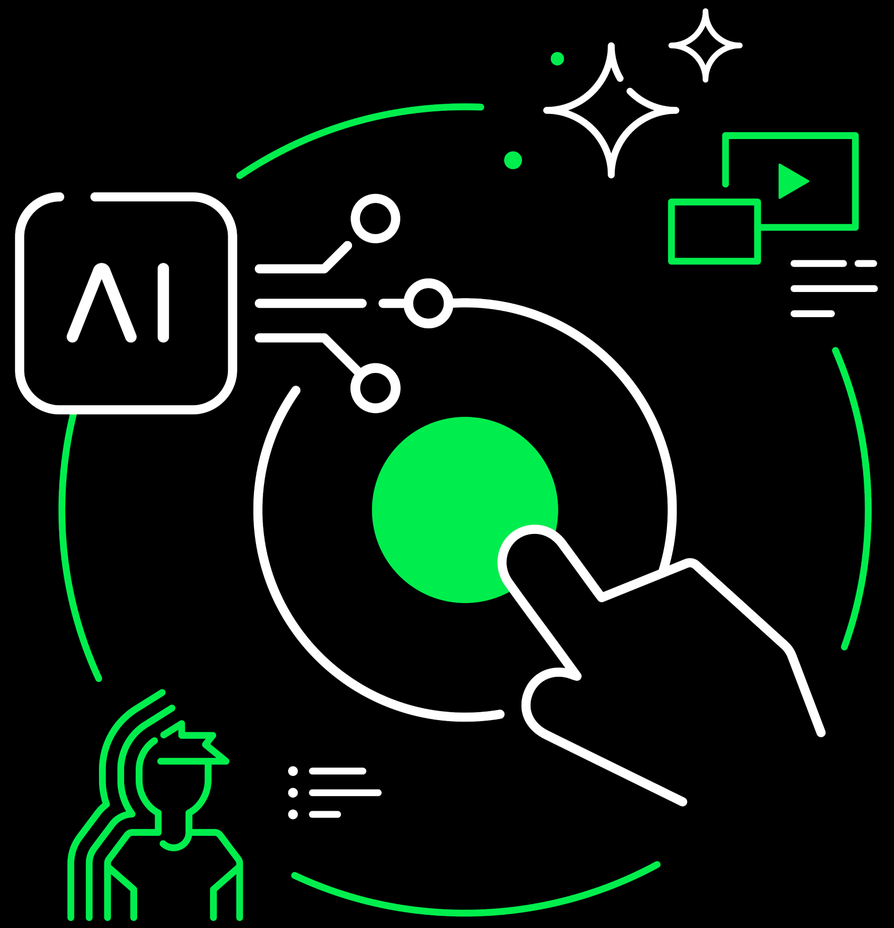
German Equity Forum 2026

SYZYGY AG



/ **Current year to date**
Development

Positive signals

- Measures to adjust the cost base and enhance operating efficiency are taking effect
- Profitability improved in all segments
- New business wins of significant new clients in the core business in Germany and Poland

Headwinds

- The economic climate in Germany weighed on demand
- Our strategy consultancy was particularly affected, as was performance marketing
- Loss of a major account in the digital experience sector

SYZYGY

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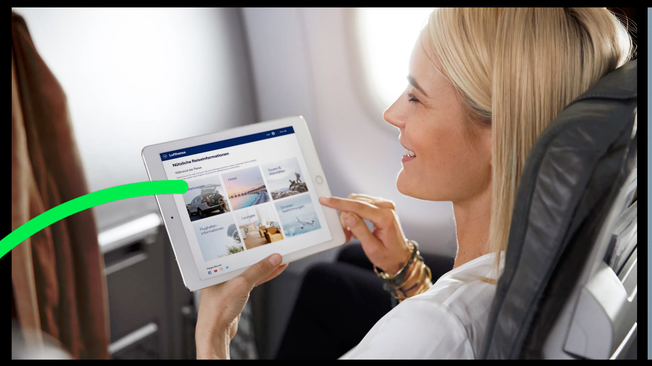
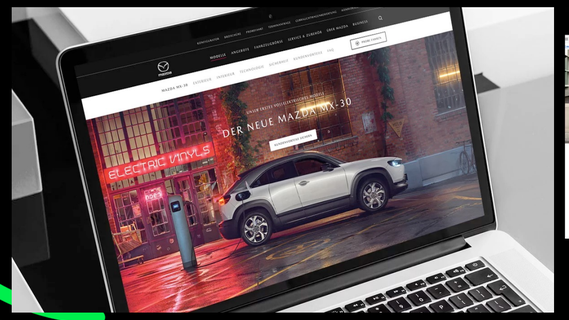
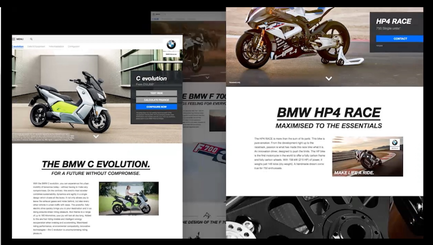
Who we are





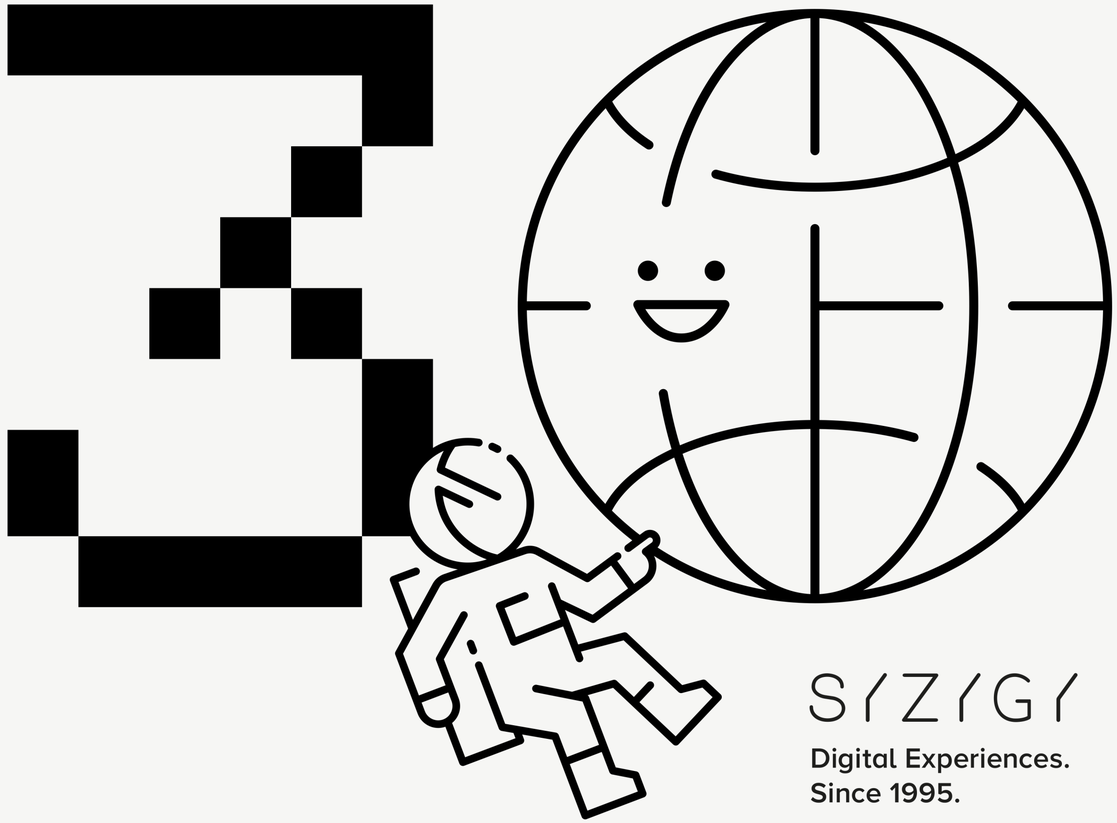






We are the SYZYGY Group

One of the leading consulting and implementation partners for Digital Experience in the DACH region.



More than 400 experts
in strategy, consulting,
creative and technology.



Our Group.

SYZYGY

SYZYGY / PERFORMANCE

SYZYGY / TECHSOLUTIONS

Consulting and implementation partner
for digital experiences.

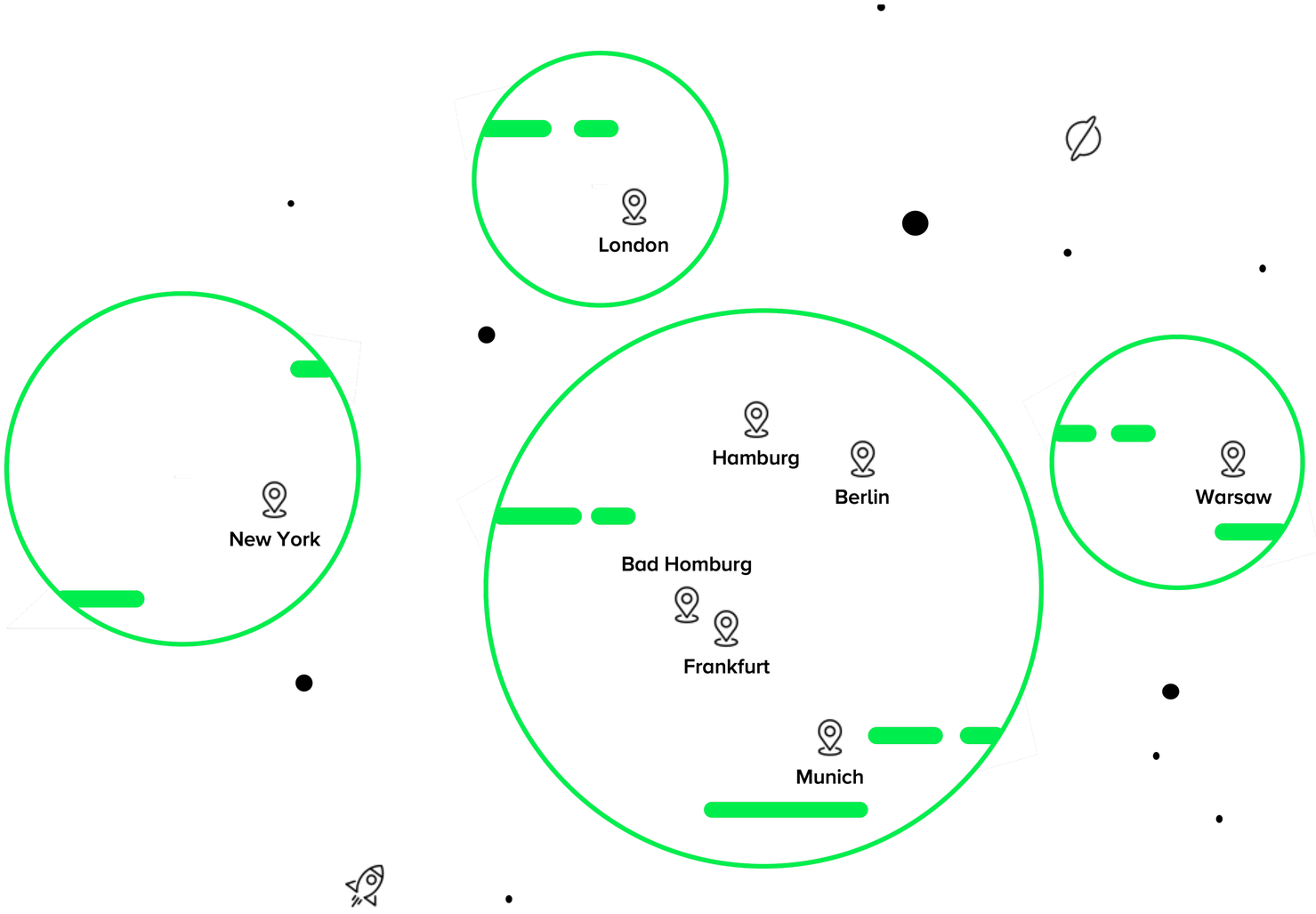
different

Strategy consultancy
for new growth

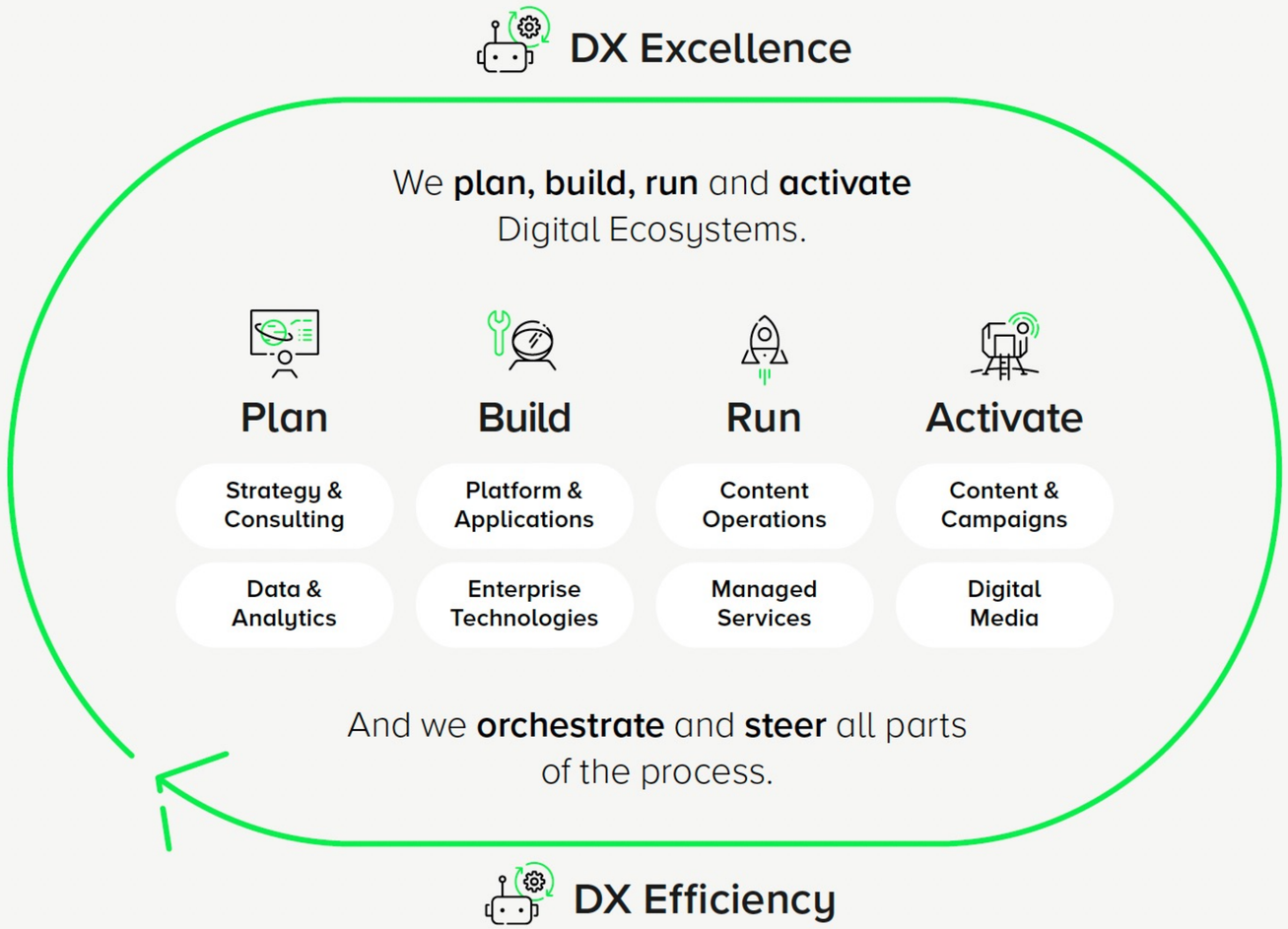
ArsThanea

Creative Company

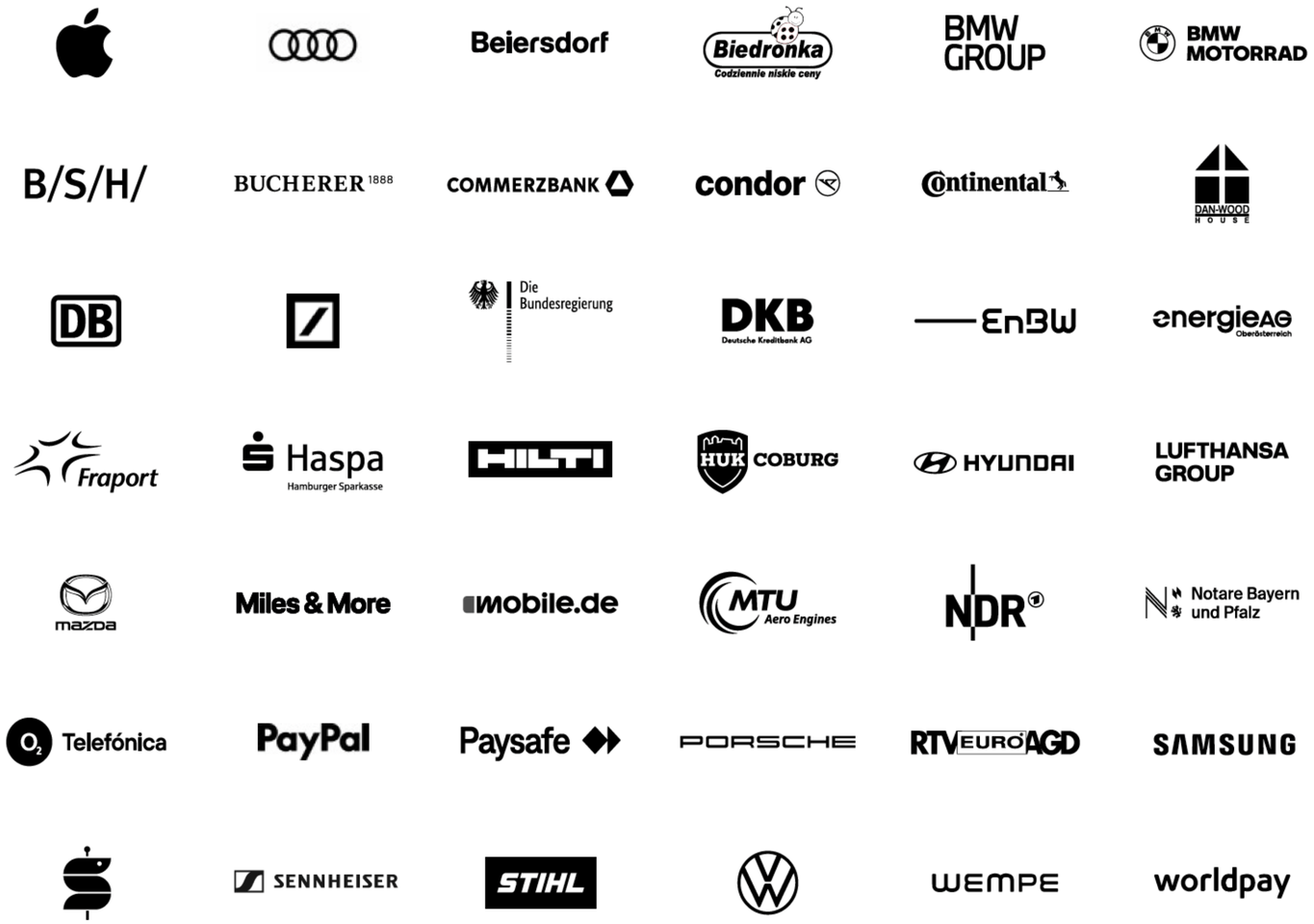
We serve our clients from **8 offices in 4 countries.**



Digital Experiences.
End-to-End Services.



Our clients.


Beiersdorf
Biedronka
Codziennie niskie ceny
BMW GROUP
BMW MOTORRAD
B/S/H/
BUCHERER 1888
COMMERZBANK
condor
Continental
DAN-WOOD HOUSE
DB
Die Bundesregierung
DKB
Deutsche Kreditbank AG
EnBW
energieAG
Oberösterreich
Fraport
Haspa
Hamburger Sparkasse
HILTI
HUK COBURG
HYUNDAI
LUFTHANSA GROUP
mazda
Miles & More
mobile.de
MTU
Aero Engines
NDR
Notare Bayern und Pfalz
Telefónica
PayPal
Paysafe
PORSCHE
RTV EURO AGD
SAMSUNG
SENNHEISER
STIHL
WEMPE
worldpay

Internet Agency Ranking

2026



6. place

Subranking:
Digital Advertising/ Communication

8. place

Subranking:
Platforms

12. place

Subranking:
Digital Transformation and Strategy

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Our Strategy



We believe that, in 2025, we may see the first AI agents “join the workforce” and materially change the output of companies.

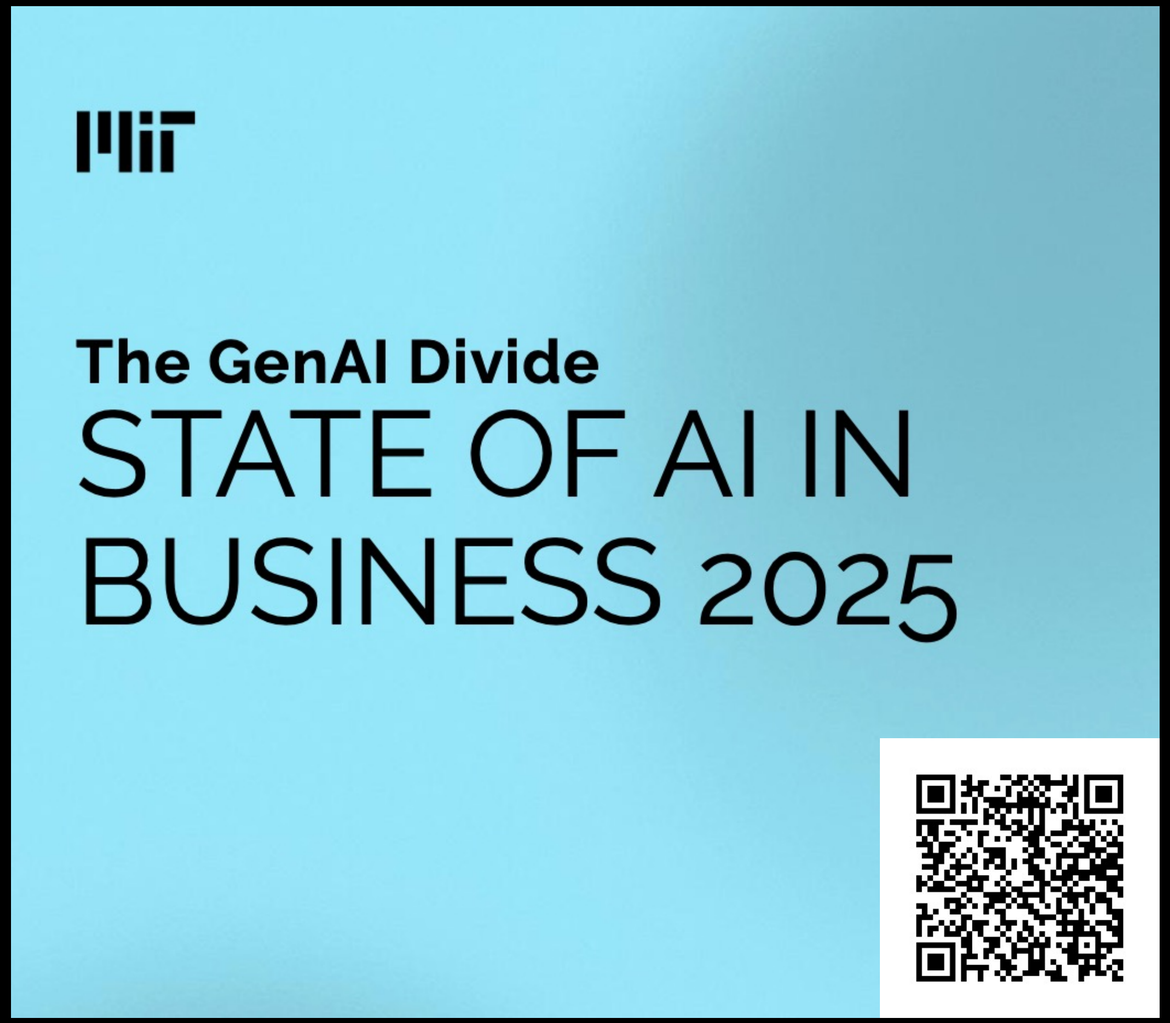
Sam Altman, OpenAI



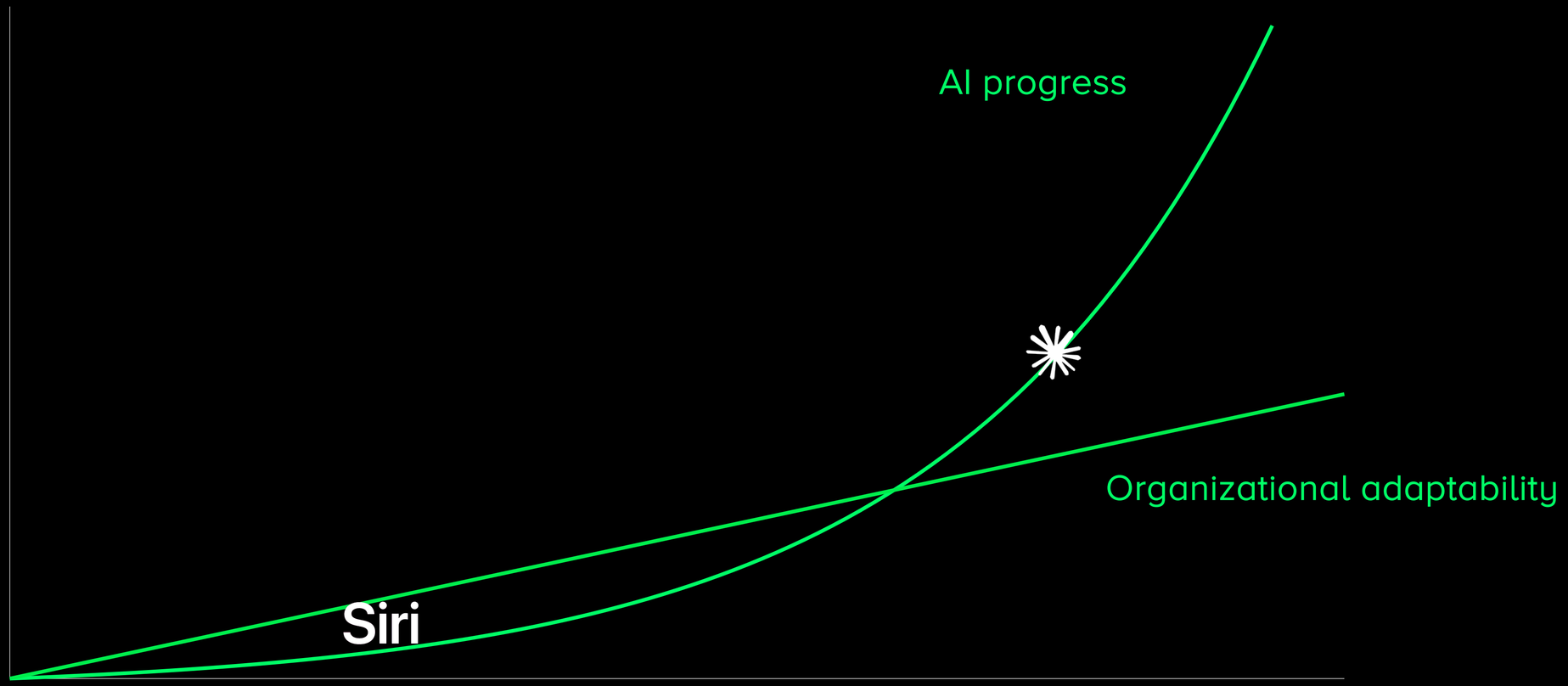
"95% of GenAI pilot projects deliver no measurable ROI.

Most get stuck in PoC instead of creating real business value.

MIT - Networked Agents and Decentralized AI Initiative



/ **Our strategy**
The AI-ROI paradox



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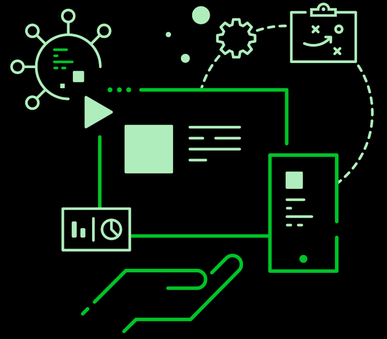
How to overcome the AI-ROI paradox.



Fit for Purpose

Client specific.



Proof of Value

Measureable.



Experts in the Lead

Human.

/ **Our strategy**
Our AI solutions

AI-powered Insights

AI-powered analysis of data and research delivers faster actionable insights, better decisions and measurable business success.

AI-powered Experience

Personalised, context-based customer experiences across all touchpoints – relevant, adaptive and demonstrably effective.

AI-powered Production

AI-powered content production. Fast, efficient and governed as an integrated system with clear governance. For consistent quality across all channels.

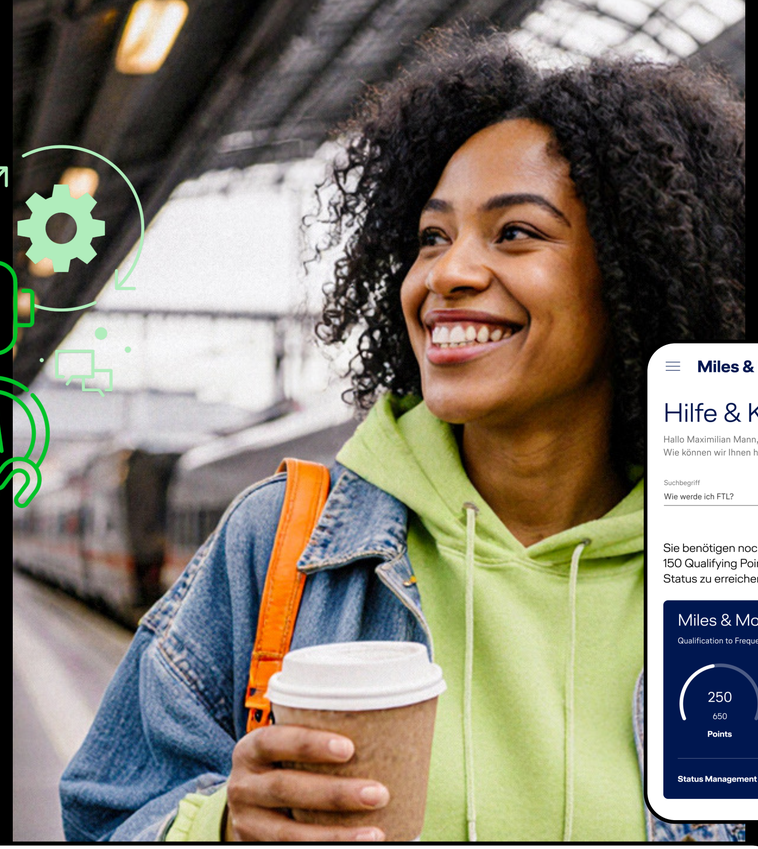
AI-powered Operations

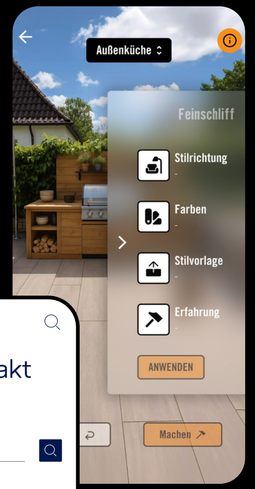
Agentic workflows orchestrate processes along the entire marketing value chain – for greater efficiency, quality and scale.

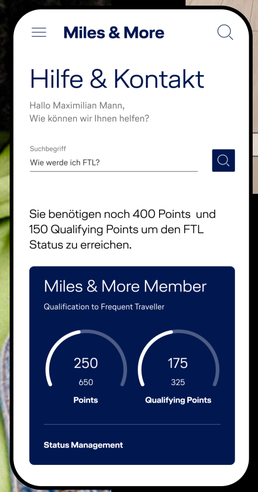
AI-ready Organisation

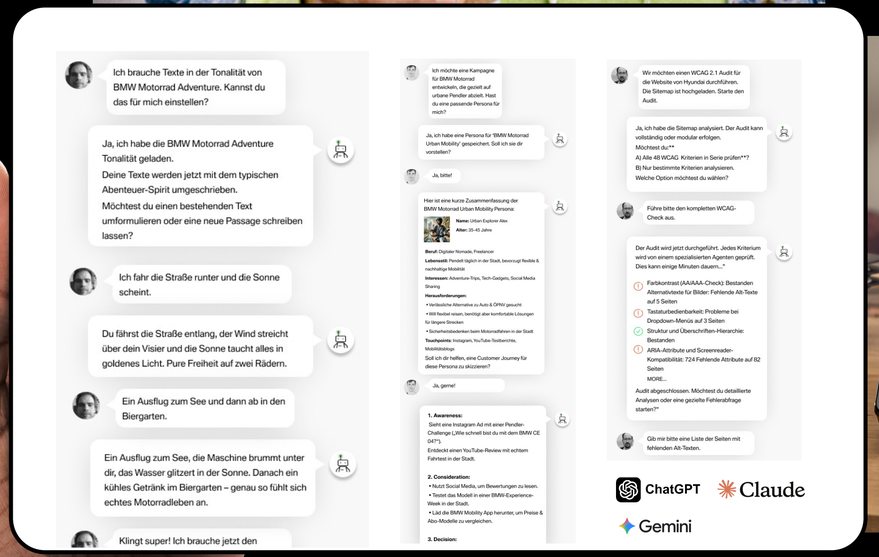
We empower organisations to deploy AI strategically, operationally and in legal compliance. Always with clear governance, scalability and expert guidance.













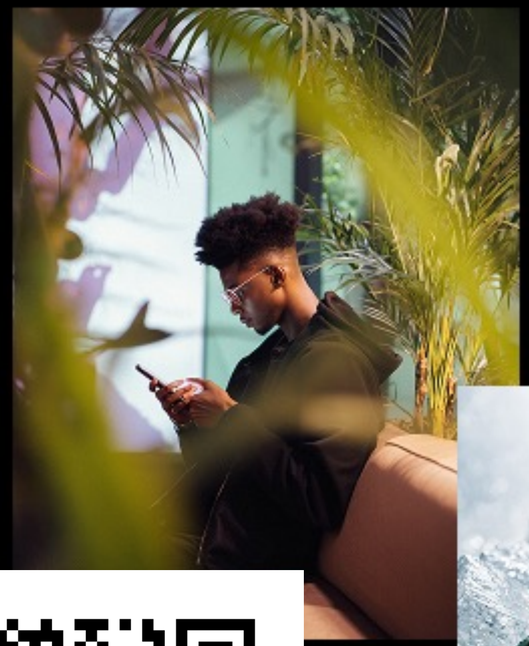








RAIN

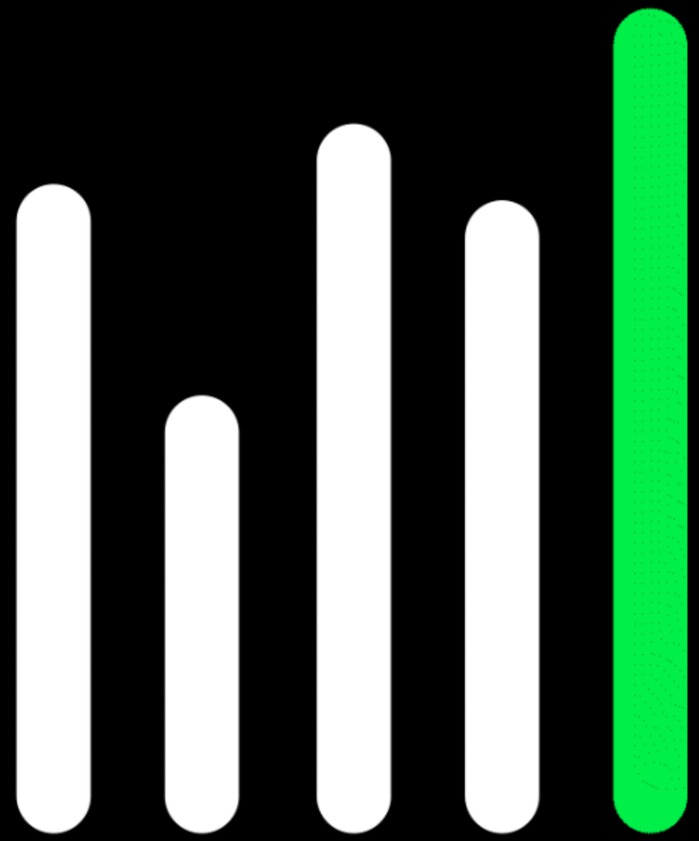






AI

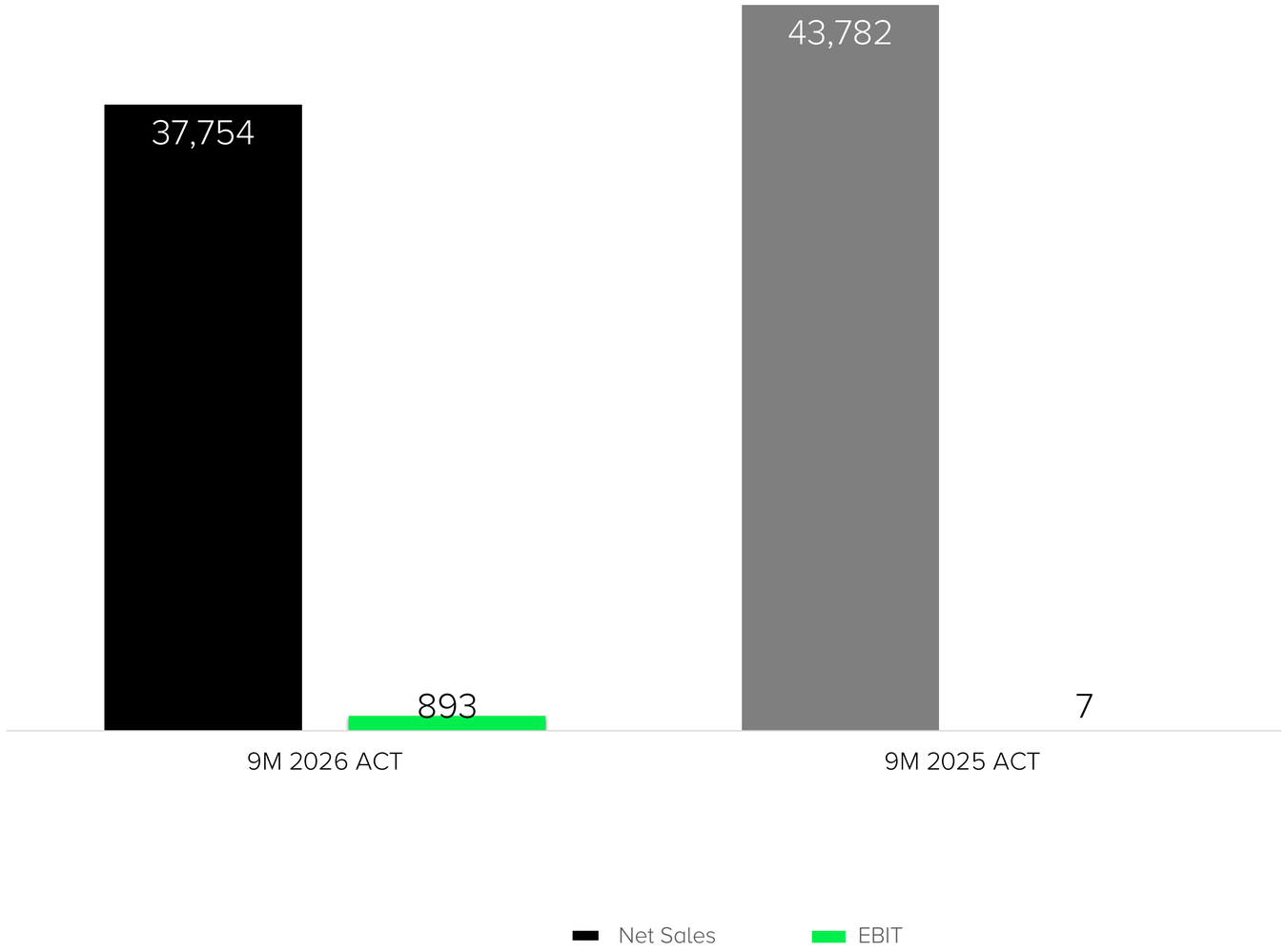
Where we stand – 9M figures



We improved **profitability across all segments**, strengthened earnings through **effective efficiency measures**, and continued **investing in AI-powered services** to remain **future-ready**.

/ 9M Net Sales and EBIT development (kEUR)

SYZYGY Group | 9M 2026 vs 9M 2025

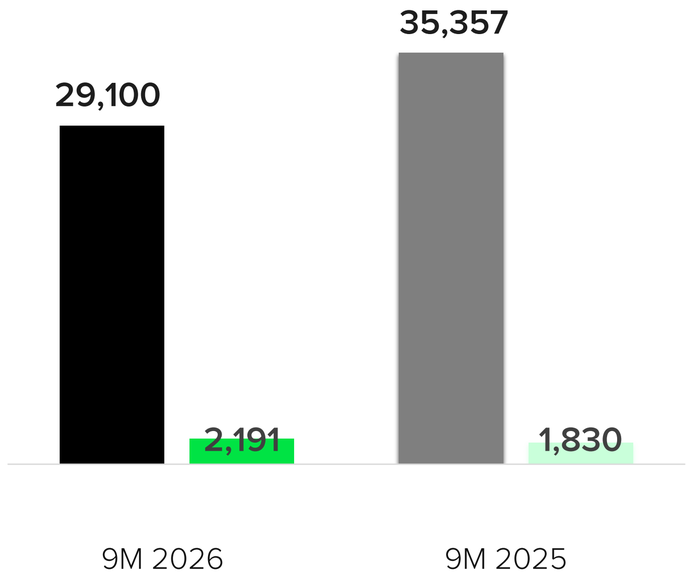


9M 2026 ACT VS 9M 2025 ACT

Net Sales	-14%
EBIT	+886
EBIT margin	2.4%

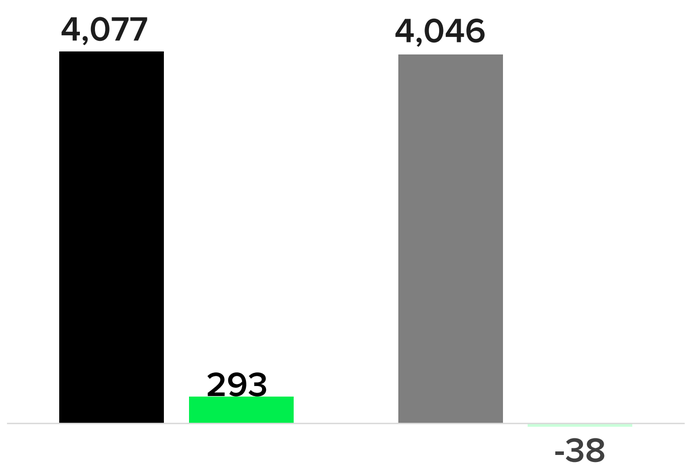
/ 9M Net Sales and EBIT development (kEUR)
SYZYGY Group segments

DE



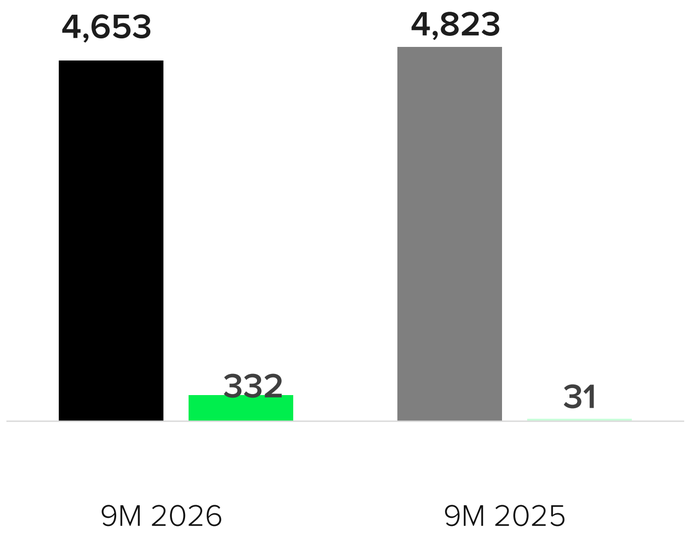
Net Sales	-18%
EBIT margin	8% vs 5%

UK / US



Net Sales	+1%
EBIT margin	7% vs -1%

PL



Net Sales	-4%
EBIT margin	7% vs 1%

Consolidated Income Statement in k€
9M 2026 vs 9M 2025

	9M 2026	9M 2025	Change
Sales	**37,754**	43,782	-14%
EBIT	**893**	7	>100%
EBIT margin	**2.4%**	0.0%	+2.4 pp
Financial income	**-215**	-306	+30%
Net income	**523**	-220	n/a
EPS (EUR, undiluted)	**0.04**	-0.02	n/a

Key Performance Indicators (KPIs)

9M 2026 vs 9M 2025

	9M 2026	9M 2025	Change
Sales per employee (annualised, in kEUR)	**109**	104	+5%
Employees incl. Freelancers	**445**	537	-17%
Sales from the top 10 clients	**49%**	49%	0pp
Operating cash flow (kEUR)	**-766**	-3,975	+81%
Equity Ratio	**39%**	42%	-3pp
Return on equity (ann.)	**3.8%**	-1.1%	+4.9 pp

Consolidated Balance Sheet (in kEUR)
30 September 2026 vs 30 September 2025

	9M 2026	9M 2025	Change
Total non-current assets	**28,963**	40,694	-29%
of which goodwill	**14,712**	22,450	-34%
Accounts receivable, net and contract assets	**14,175**	16,800	-16%
Liquid assets and marketable securities	**1,185**	1,586	-25%
Total Equity	**18,136**	26,738	-32%
Total liabilities (current and non-current)	**28,481**	36,423	-22%
Total assets	**46,617**	63,161	-26%

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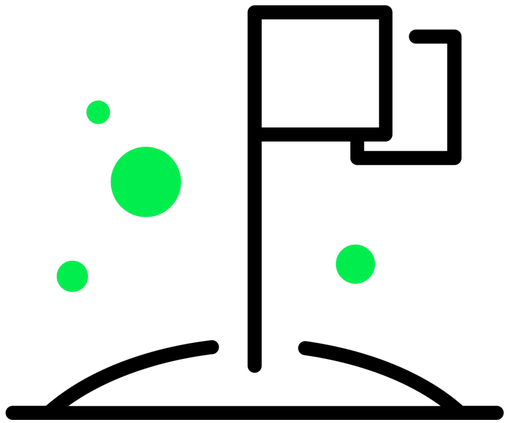
/ Financials

Forecast 2026



Forecast 2026:
The SYZYGY Group expects **revenues of around EUR 50 million** for the 2026 financial year with an **EBIT margin of 3 to 4 per cent.**

Our Focus

Profitability

Improve operating profitability through cost discipline and higher capacity utilisation.

AI investment

Invest in AI to increase efficiency and further develop client solutions.

New business

Strengthen new business through AI-based offerings and closer collaboration within the WPP network.

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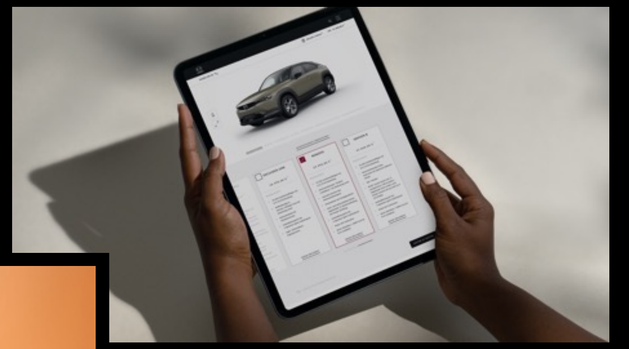
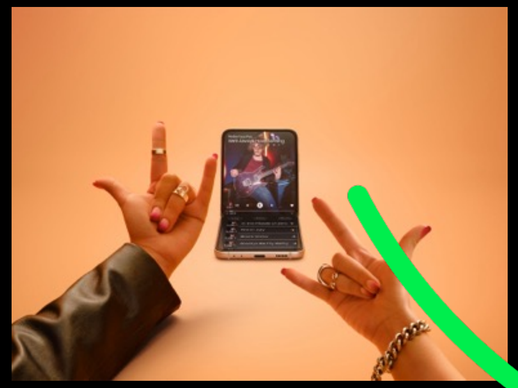
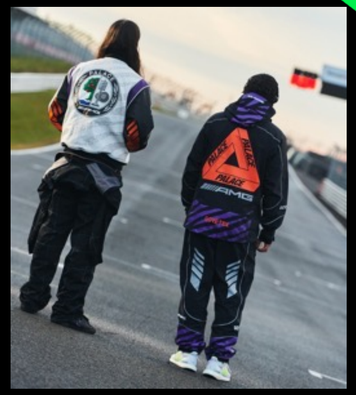
The Share





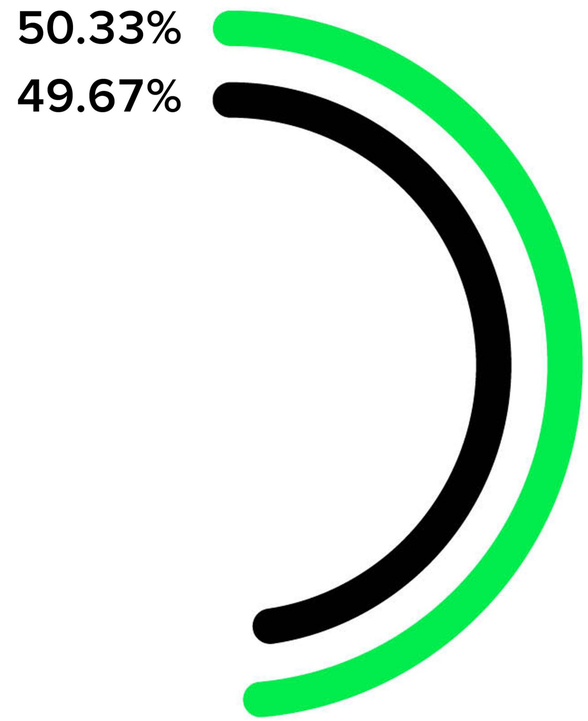








Earnings per share
undiluted (in EUR)



WPP plc., St. Helier
Free float

Shareholder structure

- **Turnaround case** with a clear focus on sustainable profitability
- **Strong positioning** in Digital Experience and Technology Services at the core
- **Future-ready** through AI-powered solutions and new service offerings
- **Long-term client relationships** through the operation and further development of business-critical digital platforms
- **Experienced management** with a clear strategic agenda and execution expertise



Frank Wolfram
Chief Executive Officer

+49 179 7070001

frank.wolfram@syzygy-group.net



Erwin Greiner
Chief Financial Officer

+49 179 7070004

erwin.greiner@syzygy-group.net

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SYZYGY AG
Horexstraße 28
D-61352 Bad Homburg v.d.H.

+49 (0)6172 9488-100
+49 (0)6172 9488-270
ir@syzygy-group.net

Executive Board:
Frank Wolfram (CEO),
Erwin Greiner, Frank Ladner

HRB 6009
Amtsgericht Bad Homburg
UST-ID-NR. DE 173 621 238

Commerzbank AG
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