

❏ Mensch und Maschine at a glance											
All amounts in million EUR (unless stated otherwise)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Revenue</b>	<b>140.0</b>	<b>160.4</b> +14.5%	<b>167.1</b> +4.2%	<b>160.9</b> -3.7%	<b>185.4</b> +15%	<b>245.9</b> +33%	<b>244.0</b> -0.8%	<b>266.2</b> +9.1%	<b>320.5</b> +20%	<b>322.31</b> +0.6%	<b>325.84</b> +1.1%
<b>Germany</b>	<b>66.9</b> 47.8%	<b>74.7</b> 46.6%	<b>74.9</b> 44.8%	<b>75.9</b> 47.2%	<b>83.3</b> 44.9%	<b>113.0</b> 45.9%	<b>113.1</b> 46.3%	<b>113.9</b> 42.8%	<b>134.2</b> 41.9%	<b>133.49</b> 41.4%	<b>138.45</b> 42.5%
<b>International</b>	<b>73.1</b> 52.2%	<b>85.7</b> 53.4%	<b>92.2</b> 55.2%	<b>85.0</b> 52.8%	<b>102.1</b> 55.1%	<b>132.9</b> 54.1%	<b>130.9</b> 53.7%	<b>152.3</b> 57.2%	<b>186.3</b> 58.1%	<b>188.82</b> 58.6%	<b>187.39</b> 57.5%
<b>Gross profit</b>	<b>74.7</b>	<b>84.5</b> +13%	<b>91.4</b> +8.2%	<b>94.8</b> +3.7%	<b>103.9</b> +9.6%	<b>127.9</b> +23%	<b>128.0</b> +0.1%	<b>138.4</b> +8.2%	<b>161.1</b> +16%	<b>168.53</b> +4.6%	<b>174.59</b> +3.6%
<b>M+M Software</b>	<b>36.6</b> 49.0%	<b>39.6</b> 46.8%	<b>44.7</b> 48.9%	<b>48.9</b> 51.6%	<b>54.4</b> 52.3%	<b>69.7</b> 54.5%	<b>68.9</b> 53.8%	<b>76.1</b> 55,0%	<b>87.5</b> 54.3%	<b>94.95</b> 56.3%	<b>99.03</b> 56.7%
<b>M+M Digitization</b>	<b>38.1</b> 51.0%	<b>44.9</b> 53.2%	<b>46.7</b> 51.1%	<b>45.9</b> 48.4%	<b>49.5</b> 47.7%	<b>58.2</b> 45.5%	<b>59.1</b> 46.2%	<b>62.3</b> 45,0%	<b>73.6</b> 45.7%	<b>73.59</b> 43.7%	<b>75.56</b> 43.3%
<b>Operating profit EBITDA</b> EBITDA return from revenue	<b>10.9</b> 7.8%	<b>12.8</b> +18% 8.0%	<b>15.8</b> +23% 9.4%	<b>18.0</b> +14.5% 11.2%	<b>22.7</b> +26% 12.3%	<b>36.5</b> +61%* 14.9%	<b>40.3</b> +10% 16.5%	<b>44.4</b> +10% 16.7%	<b>52.7</b> +19% 16.4%	<b>56.64</b> +7.5% 17.6%	<b>56.74</b> +0.2% 17.4%
<b>Operating profit EBIT</b> EBIT return from revenue	<b>6.8</b> 4.9%	<b>8.5</b> +25% 5.3%	<b>12.5</b> +47% 7.5%	<b>15.2</b> +22% 9.5%	<b>19.7</b> +29% 10.6%	<b>27.2</b> +38% 11.1%	<b>31.0</b> +14% 12.7%	<b>34.7</b> +12% 13.0%	<b>42.6</b> +23% 13.3%	<b>46.83</b> +10% 14.5%	<b>46.47</b> -0.8% 14.3%
<b>Net profit after minority shares</b> Net return from revenue <b>per share in EUR</b>	<b>3.7</b> 2.7% <b>0.24</b>	<b>3.9</b> +4.0% 2.4% <b>0.24</b>	<b>6.6</b> +70% 3.9% <b>0.40</b>	<b>8.5</b> +30% 5.3% <b>0.525</b>	<b>11.7</b> +37% 6.3% <b>0.715</b>	<b>16.7</b> +43% 6.8% <b>0.99</b>	<b>18.7</b> +12% 7.7% <b>1.115</b>	<b>21.3</b> +14% 8.0% <b>1.26</b>	<b>26.0</b> +22% 8.1% <b>1.55</b>	<b>28.87</b> +11% 9.0% <b>1.72</b>	<b>30.49</b> +5.6% 9.4% <b>1.80</b>
<b>Operating cash flows</b> <b>per share in EUR</b>	<b>6.3</b> <b>0.40</b>	<b>14.7</b> +134% <b>0.91</b>	<b>14.6</b> -0.1% <b>0.90</b>	<b>15.2</b> +4.0% <b>0.935</b>	<b>15.2</b> +0.2% <b>0.93</b>	<b>26.3</b> +73%* <b>1.57</b>	<b>33.7</b> +28% <b>2.01</b>	<b>36.9</b> +9.4% <b>2.18</b>	<b>39.0</b> +5.8% <b>2.33</b>	<b>50.59</b> +30% <b>3.02</b>	<b>62,32</b> +23% <b>3.69</b>
<b>Dividend in EUR</b>	<b>0.20</b>	<b>0.25</b> +25%	<b>0.35</b> +40%	<b>0.50</b> +43%	<b>0.65</b> +30%	<b>0.85</b> +31%	<b>1.00</b> +18%	<b>1.20</b> +20%	<b>1.40</b> +17%	<b>1.65</b> +18%	<b>1.85</b> +12%
<b>Total assets</b>	<b>104.2</b>	<b>102.5</b> -2%	<b>100.5</b> -2%	<b>101.8</b> +1%	<b>106.1</b> +4%	<b>159.5</b> +50%*	<b>154.7</b> -3%	<b>160.8</b> +4%	<b>187.4</b> +17%	<b>187.20</b> -0%	<b>211.89</b> +13%
<b>Shareholders' equity</b> Equity ratio	<b>39.2</b> 37.7%	<b>39.6</b> +1% 38.6%	<b>40.6</b> +2% 40.4%	<b>43.9</b> +8% 43.1%	<b>51.3</b> +17% 48.3%	<b>73.5</b> +43% 46.1%	<b>80.2</b> +9% 51.8%	<b>92.8</b> +16% 57.7%	<b>85.7</b> -7.6% 45.7%	<b>99.76</b> +16% 53.3%	<b>104.91</b> +5% 49.5%
<b>Number of shares in million</b>	<b>15.439</b>	<b>16.127</b> +4.5%	<b>16.306</b> +1.1%	<b>16.281</b> -0.2%	<b>16.351</b> +0.4%	<b>16.820</b> +2.9%	<b>16.783</b> -0.2%	<b>16.897</b> +0.7%	<b>16.769</b> -0.8%	<b>16.773</b> +0.0%	<b>16.908</b> +0.8%
<b>Headcount</b> (full time equivalent)	<b>718</b>	<b>731</b> +1.8%	<b>759</b> +3.8%	<b>784</b> +3.3%	<b>821</b> +4.7%	<b>946</b> +15%	<b>948</b> +0.2%	<b>979</b> +3.3%	<b>1,031</b> +5.3%	<b>1,056</b> +2.4%	<b>1,095</b> +3.7%
* Comparison 2019/18 distorted by first time application of IFRS16											