TRANSFORM TO PERFORM

ALSO CAPITAL MARKET DAY
2.12.2021
<table>
<thead>
<tr>
<th>Business model</th>
<th>Route to market</th>
<th>Revenue</th>
<th>EBITDA margin</th>
<th>Customer loyalty</th>
<th>ROCE</th>
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</thead>
<tbody>
<tr>
<td>Supply</td>
<td>Mainly transactional</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solutions</td>
<td>Hybrid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>Mainly consumptional</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
STRATEGICAL FRAMEWORK: MORE

- **Maintain** our existing business
- **Optimize** our market share and processes
- **Reinvent** our business models
- **Enhance** our portfolio and profitability
BEFORE
Sourcing
Training
Certification
Purchasing
Logistics
Stock management
Sales process
Pricing
Credit management
Marketplace

AFTER
Logistics
Reverse Logistics
Accounting
Aftersales
Analytics
Sales

SUPPLY AND SOLUTIONS
(TRANSACTIONAL BUSINESS)

Transform to Perform – Capital Market Day 2021
### Rechnung

<table>
<thead>
<tr>
<th>Lieferungs Nr.</th>
<th>Datum Lieferung</th>
<th>Bestell Nr.</th>
<th>Kommission</th>
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<tbody>
<tr>
<td>6070714658 / 23.11.2021</td>
<td>7004769129 / 06.11.2021</td>
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<table>
<thead>
<tr>
<th>Material Nr.</th>
<th>Bezeichnung</th>
<th>Menge/Einh.</th>
<th>Einzelpreis</th>
<th>Gesamt</th>
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<tbody>
<tr>
<td>J9281D</td>
<td>1m Direct Attach Copper Cable</td>
<td>2</td>
<td>45,39</td>
<td>90,78</td>
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<tr>
<td>JW126A</td>
<td>AC power cord 220V/10A 1.8m C13 to SEV 1011</td>
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<tr>
<td>JW136A</td>
<td>2-port 10GBASE-X (SFP+) Controller</td>
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<td>G9071A</td>
<td>Mount bracket kit 10-pack type D solid surface Campus AP</td>
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<td>144,58</td>
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<tr>
<td>R2H28A</td>
<td>RW Unified AP</td>
<td>19</td>
<td>235,56</td>
<td>4.475,45</td>
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</table>
TRANSFORMATION OF BUSINESS WITH SELECTED RESELLERS

FOCUS ON CUSTOMER BREADTH

Unique Users: +90%
Monetization: 450 CHF
Turnover: +230%

All figures since November 2019
BEFORE

Digital Platform
Sales process
Onboarding
Migration of customers
Integration of reseller services
Credit management
Sourcing and provisioning
Certification
Usage collection

AFTER

Invoicing
24/7 support
Accounting
Continuous sales
Implementation Adoption

Analytics
Sales
### Transformation Opportunities

**Unique User**

#### Opportunity

**Transactional**

**Consumational**

#### Devices

- **Transactional**
- **Consumational**

#### Software

- **Transactional**
- **Consumational**

#### Infrastructure

- **Transactional**
- **Consumational**

#### Security

- **Transactional**
- **Consumational**

#### Printing

- **Transactional**
- **Consumational**

#### IT Service

- **Transactional**
- **Consumational**

#### Reseller

- **Transactional**
- **Consumational**

---

**Rechnung**

<table>
<thead>
<tr>
<th>Artikel</th>
<th>Bezeichnung</th>
<th>Menge/Einh.</th>
<th>Einzelpreis</th>
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<tbody>
<tr>
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<tr>
<td>0191</td>
<td>Business Standard</td>
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<td>0192</td>
<td>Enterprise E1 Monthly</td>
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<tr>
<td>0193</td>
<td>Enterprise E2 Monthly</td>
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<td>4.384.93</td>
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<tr>
<td>0194</td>
<td>F3</td>
<td>1</td>
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<td>280.58</td>
</tr>
<tr>
<td>0195</td>
<td>Apps for enterprise</td>
<td>1</td>
<td>444.48</td>
<td>444.48</td>
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<tr>
<td>0196</td>
<td>Phone System</td>
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<tr>
<td>0197</td>
<td>Visio Pro for Office 365 Monthly</td>
<td>1</td>
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<tr>
<td>1693</td>
<td>Microsoft 365 Business E3</td>
<td>1</td>
<td>523.20</td>
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<tr>
<td>0470</td>
<td>Cloud Managed Printing Service HP MFP A3 48 Mins per unit</td>
<td>1</td>
<td>255.65</td>
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</tbody>
</table>

**Netto Betrag**

| 12.246.14 |

**MWST 7.7%**

| 942.95 |

**Rundung**

| 0.01 |

**Endbetrag CHF**

| 13.189.10 |

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# CLOUD PLATFORM

**ACMP***

<table>
<thead>
<tr>
<th>Providers</th>
<th>NEW FUNCTIONALITIES</th>
<th>Capabilities</th>
<th>Market</th>
<th>ACMP</th>
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<tbody>
<tr>
<td>Devices</td>
<td>Digital platforms</td>
<td>Ability of end customers to get new services in seconds</td>
<td>NO</td>
<td>YES</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Unique Users Monetiz. Analytics</td>
<td>Monetization of whole Unique User</td>
<td>NO</td>
<td>YES</td>
</tr>
<tr>
<td>Services</td>
<td>WaaS DaaS</td>
<td>Intelligent data driven Sales Quotation Tool</td>
<td>NO</td>
<td>YES</td>
</tr>
<tr>
<td>Software</td>
<td>Legacy Migration Program</td>
<td>Analytics on service consumption and user behavior</td>
<td>NO</td>
<td>YES</td>
</tr>
<tr>
<td>Cybersecurity</td>
<td>Platform Protection</td>
<td>Military Grade Cybersecurity</td>
<td>NO</td>
<td>YES</td>
</tr>
<tr>
<td>Financing</td>
<td>Contract management</td>
<td>Advanced Billing</td>
<td>NO</td>
<td>YES</td>
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<tr>
<td>Logistics</td>
<td>Basics</td>
<td>Branding and Customer Self-Service</td>
<td>NO</td>
<td>YES</td>
</tr>
</tbody>
</table>

CLOUD BUSINESS AS A DATA MONETIZING TOOL

* Selected functionalities

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02/12/2021
### ACQUISITION AND...

<table>
<thead>
<tr>
<th></th>
<th>Strong Market Position</th>
<th>Market Presence</th>
<th>No Presence</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Reinvent business with new, scalable digital platforms</td>
<td>Acquire ecosystem of established market providers</td>
<td>Acquire ecosystem of established market providers</td>
</tr>
<tr>
<td></td>
<td>Invest in verticals</td>
<td>Reinvent business with new, scalable digital platforms</td>
<td>Reinvent business with new, scalable digital platforms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Invest in verticals</td>
<td>Invest in verticals</td>
</tr>
</tbody>
</table>
...TRANSFORMATIVE INTEGRATION
IN ACQUISITIONS

Human Resources

KPIs

New business models

IT

Processes
COMMUNICATE TO TRANSFORM

~ 4000 Shareholders
Financial reporting
ESG reporting
Investor Days, 1:1 Analyst Conferences

~ 700 Vendors
More than 15,000 marketing items in 2021

~ 130,000 Resellers*
> 10,000 visitors at ALSO virtual tradefair
> 1.100 webinars and trainings 2021

~ 4,000 Employees
ALSO New Working Style
> 620 new colleagues onboarded

General public
+25% more followers
100% more PR
Online Scout for families

*Potential in countries of presence
TRANSFORM TO PERFORM

Sustainable, profitable growth

- Market
- Organization
- Resources
- Expertise
THANK YOU