

INVESTOR CONFERENCE

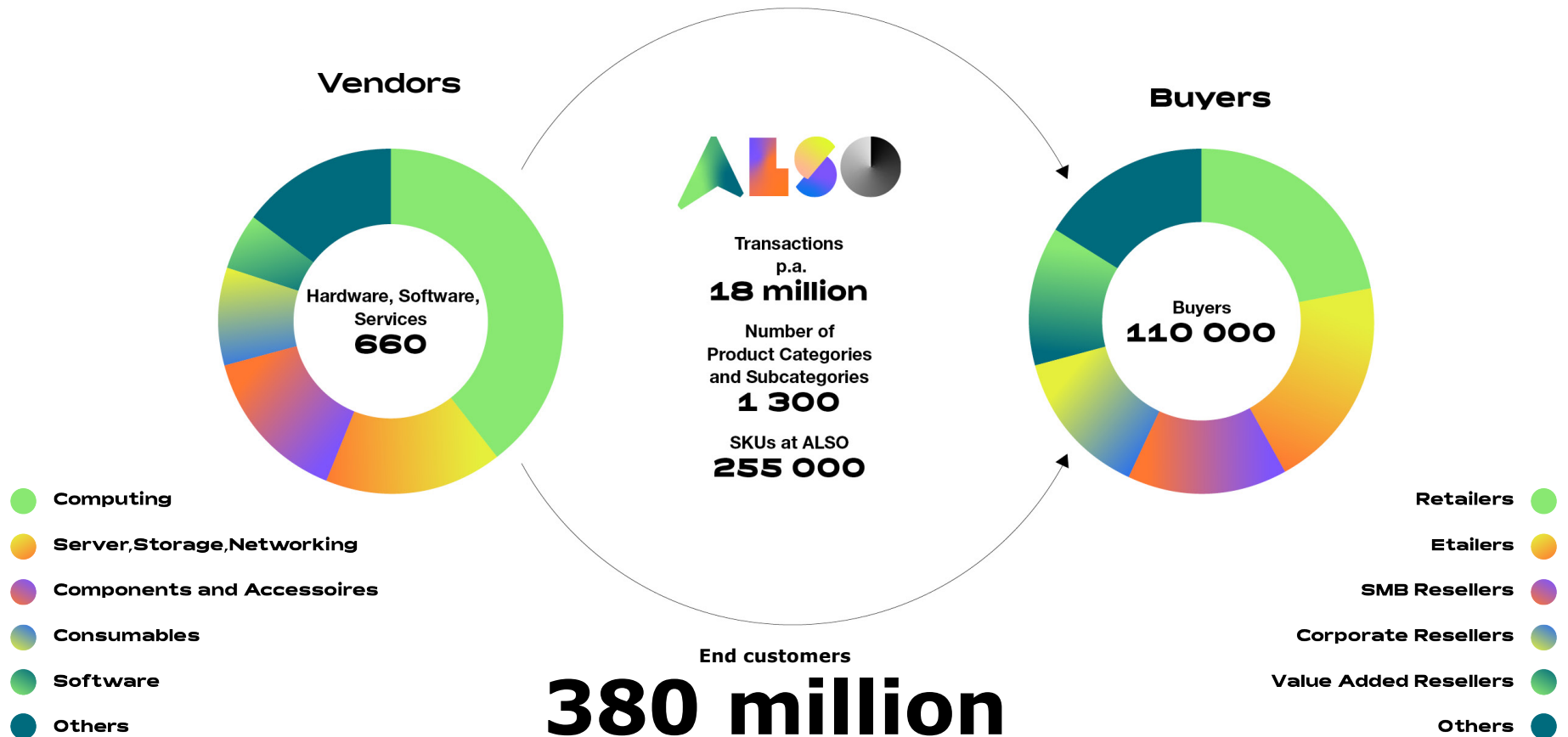
22. September 2020



THE
TECHNOLOGY
PROVIDER



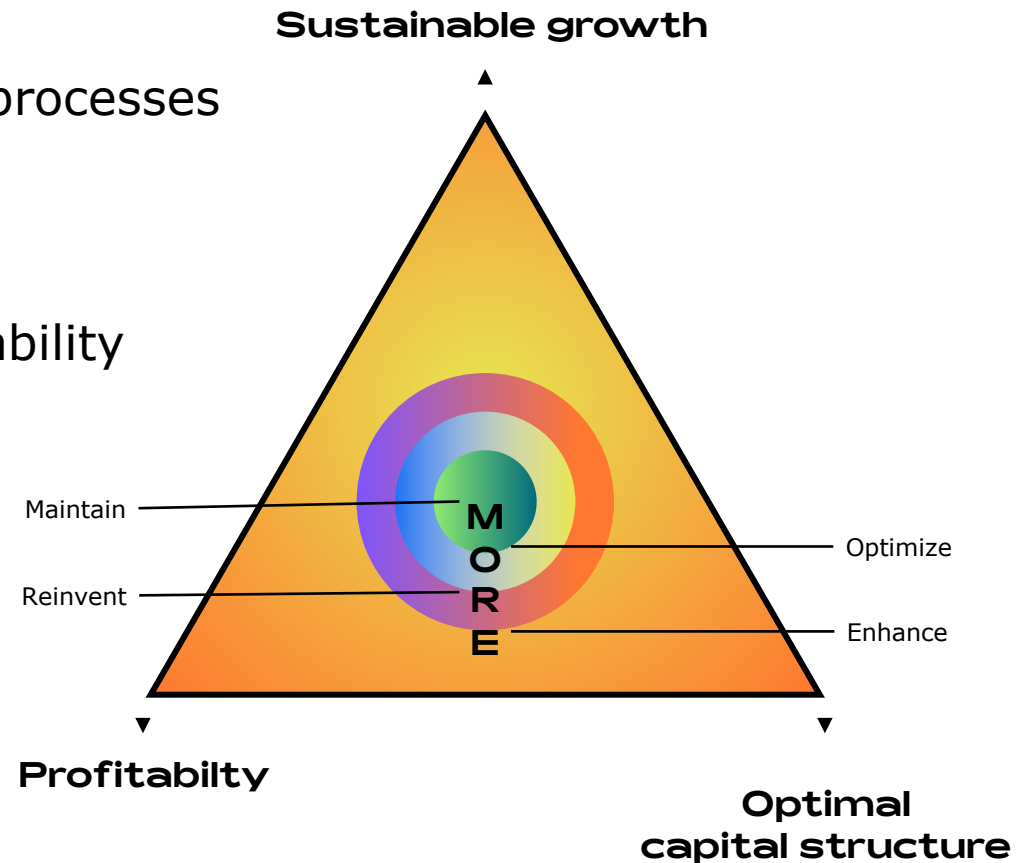
THE ALSO ECO SYSTEM (FIGURES ROUNDED)



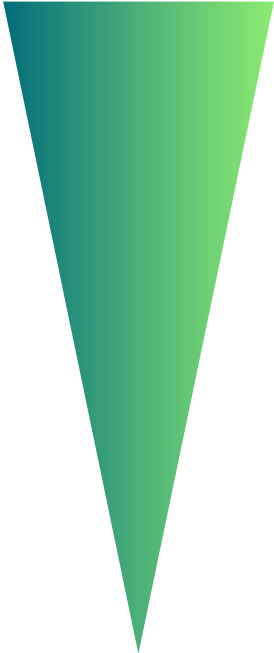
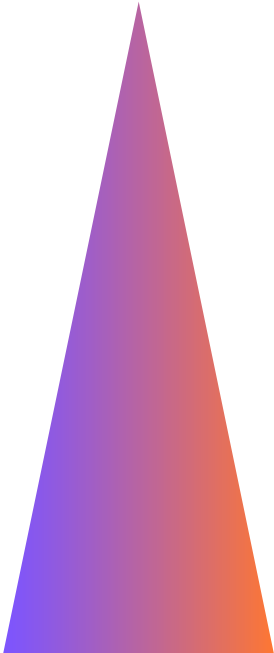
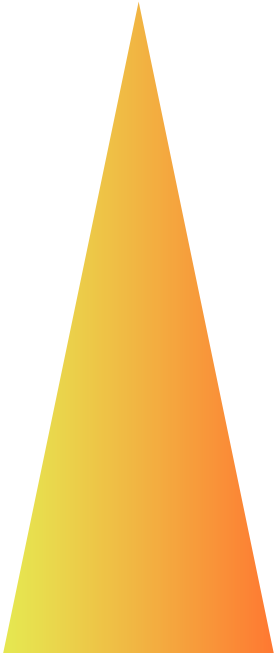
MORE – OUR STRATEGY

- ▶ **Maintain** our existing business
- ▶ **Optimize** our market share and processes
- ▶ **Reinvent** our business models
- ▶ **Enhance** our portfolio and profitability

These four actions ensure that we achieve our strategic goals.

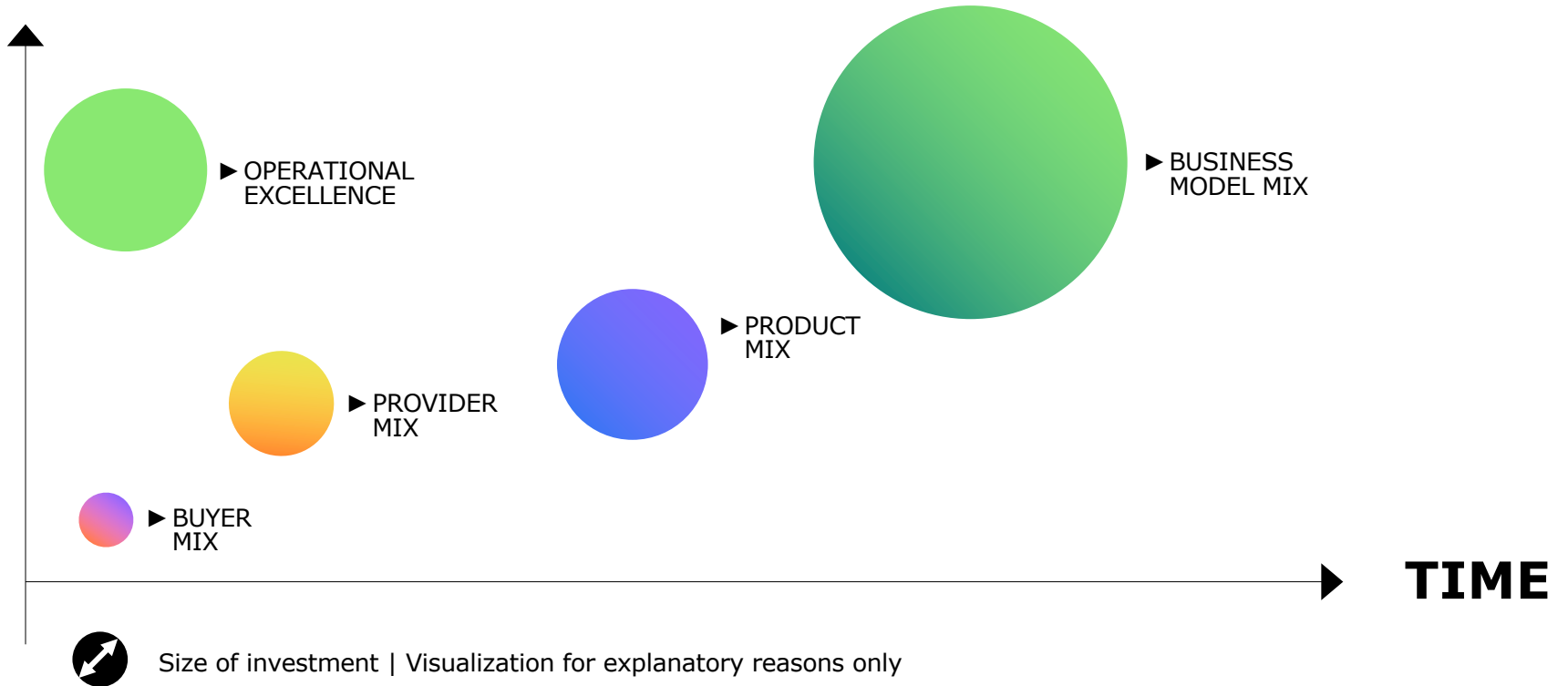


OUR BUSINESS MODELS: 3S

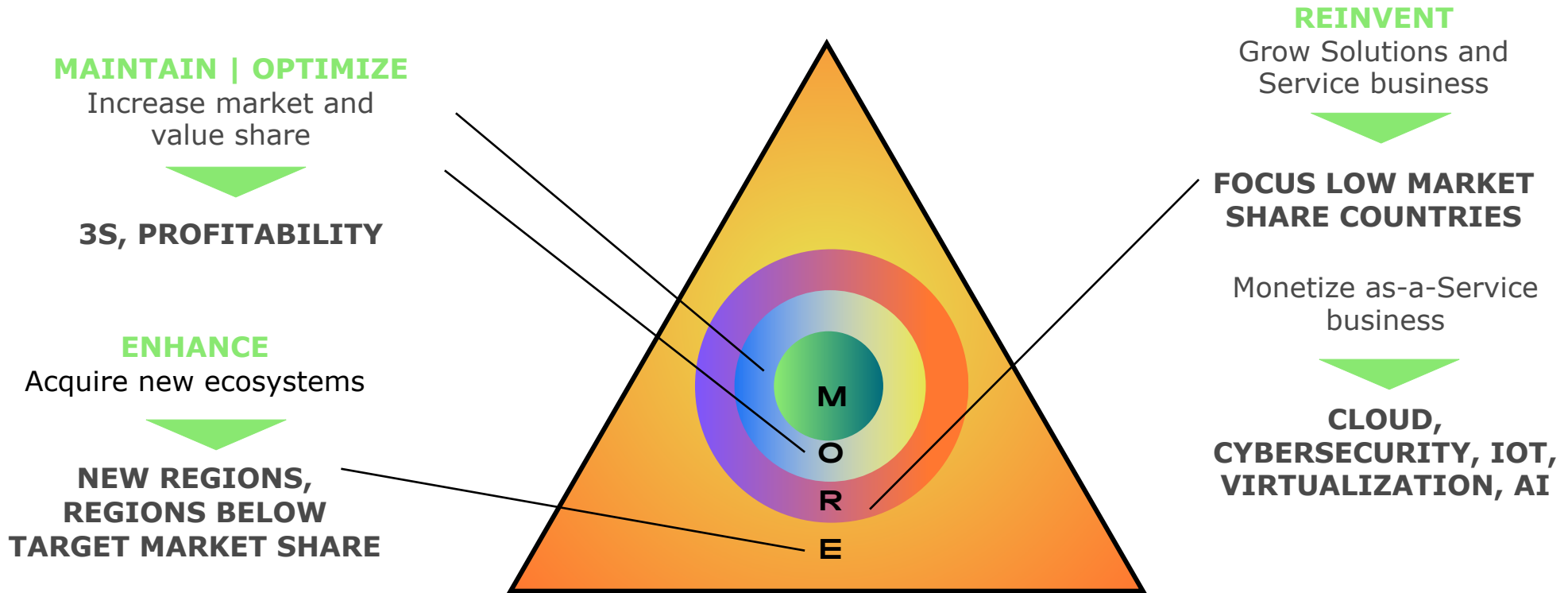
Model		Revenue	Margin	Customer loyalty
Supply	Mainly transactional			
Solutions	Mainly transactional			
Service	Mainly consumptional			

FIVE KEY DRIVERS

IMPACT

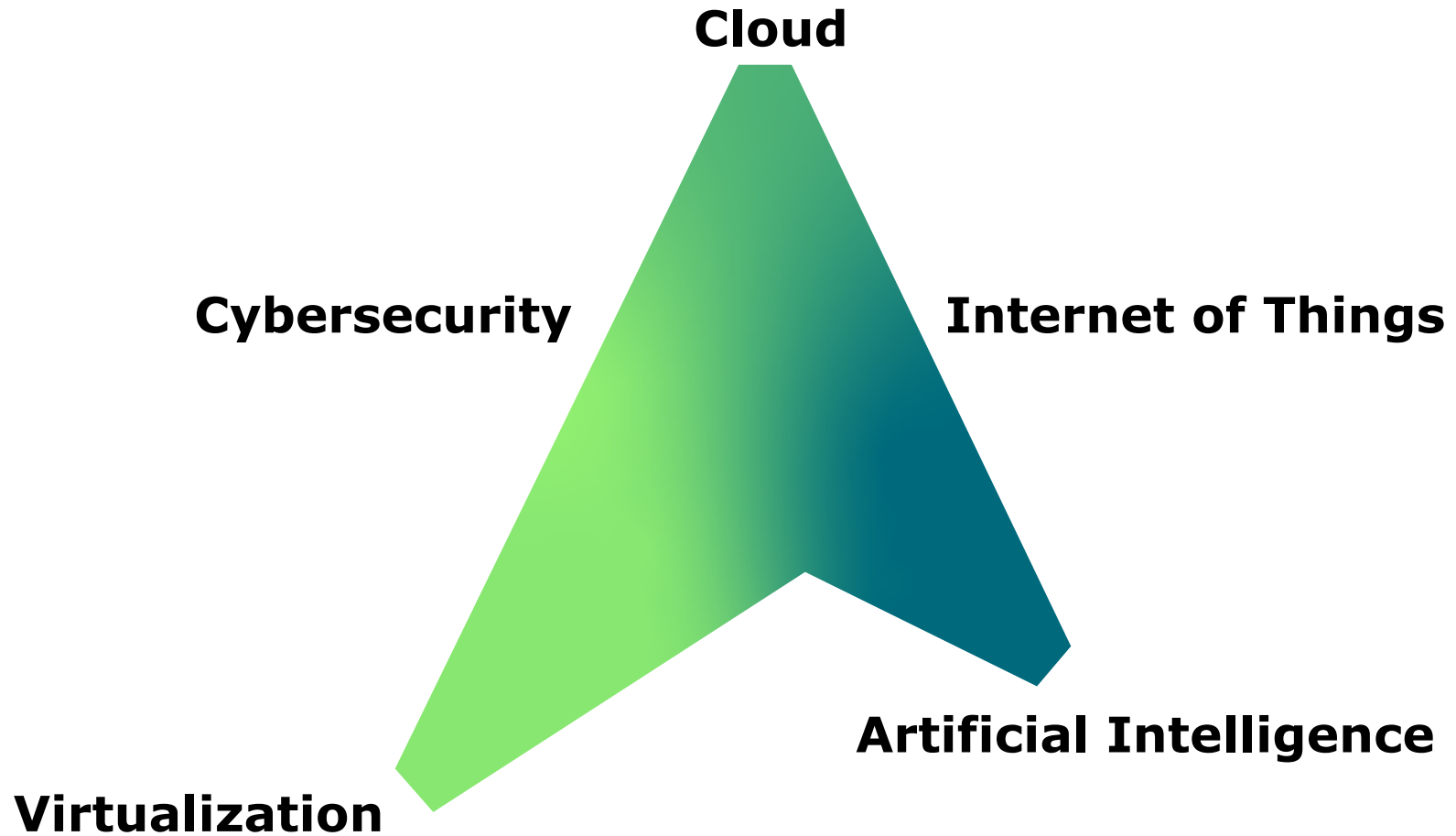


MORE – TARGETS



► Precondition is to manage the next normal

GROWTH DRIVER DIGITAL PLATFORMS



THE NEXT NORMAL

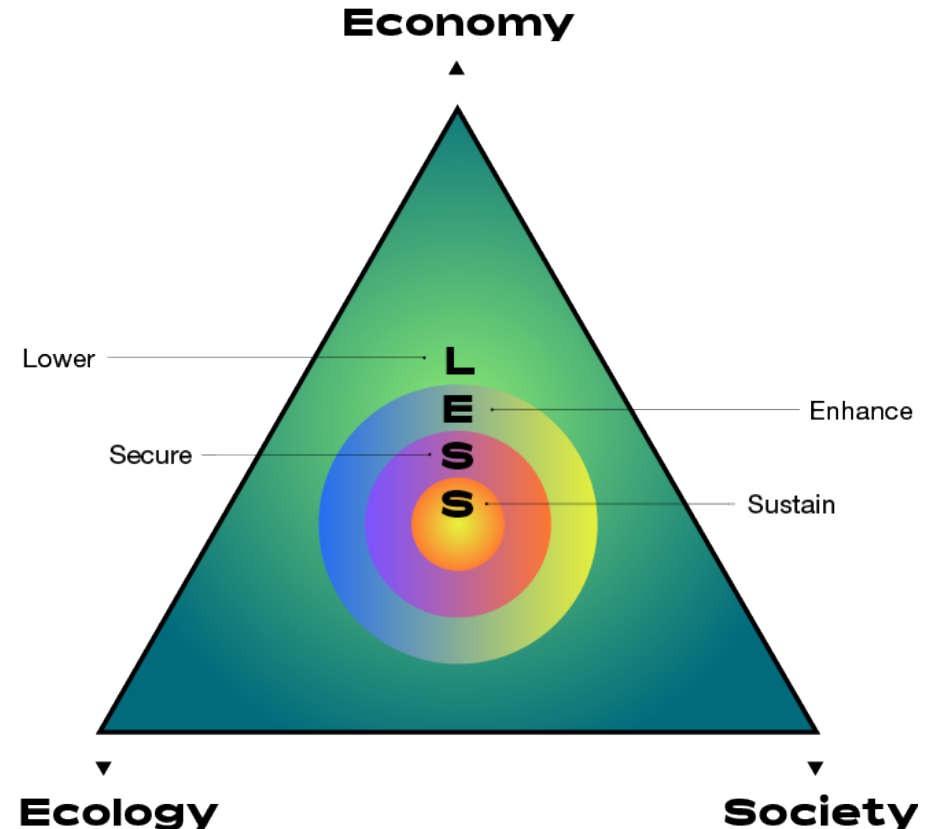
Characteristics

- ▶ Dynamic of changes higher (amplitude and frequency)
- ▶ IT fundamental factor for remote and agile business and external digital enhancement
- ▶ Key drivers: innovations, platforms, ecosystems

	Business	Organizations	Individual
Challenge	Regulation	Control	Psychology
Opportunity	Circular Economy IoT	Streaming Cloud Cybersecurity	Home Schooling Home Office Virtualization IoT

SUSTAINABLE ENGAGEMENT: LESS STRATEGY

- ▶ **L**ower CO₂ footprint
- ▶ **E**nhance sustainability reporting
- ▶ **S**ecure data traffic and privacy
- ▶ **S**ustain skills and knowledge about the use of digital technologies in civil society, esp. children and young people



THE LAST TEN YEARS

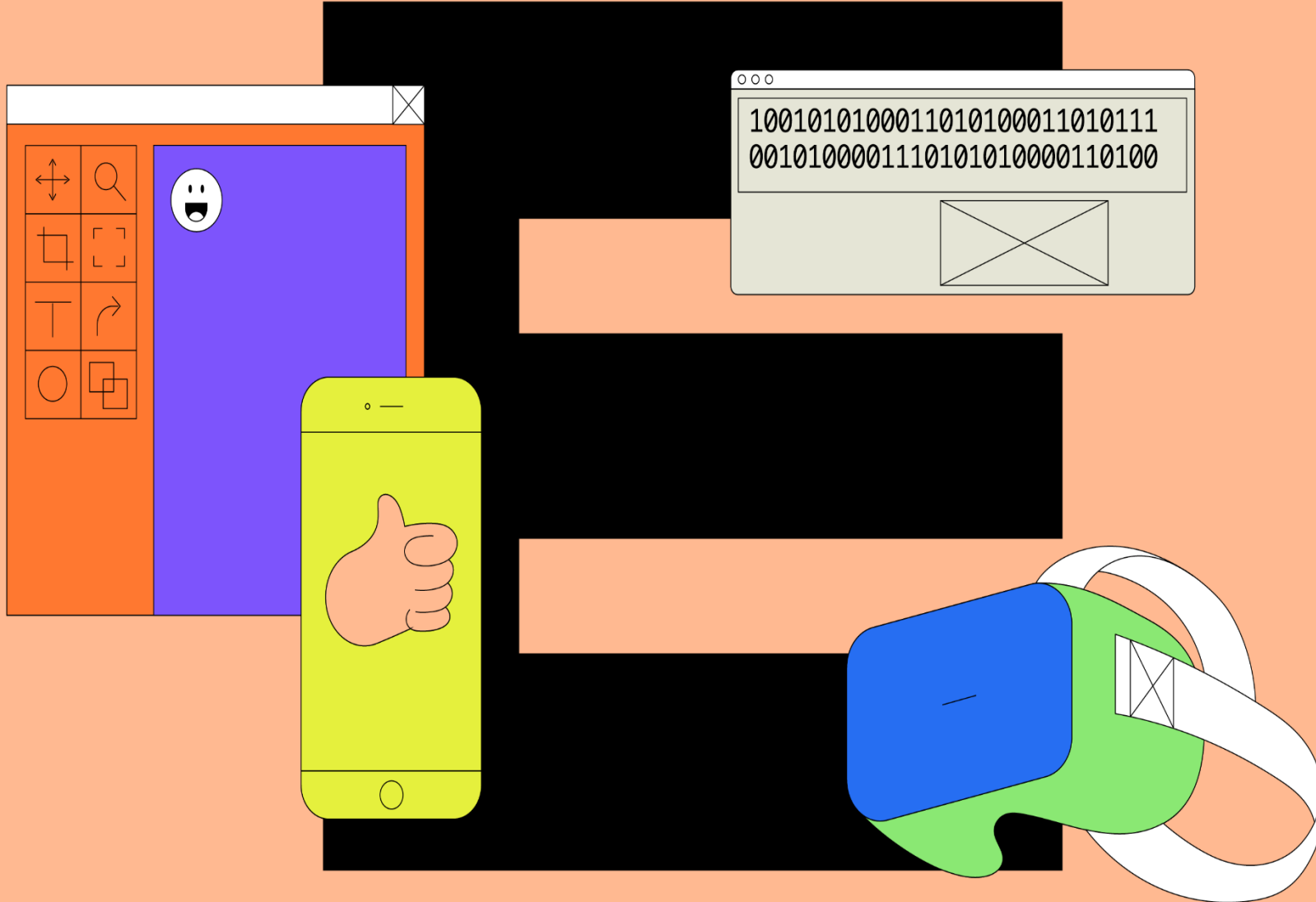
	KPI	Value	Comment
30.06.2010*	Share price	35.2 €	Exchange rate: 1,32 CHF/€
	Market cap	0.2 B€	6.039.012 shares
	EAT	12.0 M€	Interim report ALSO H1 2010 / H2 2009
	P/E Multiple	18	-

10 years

30.06.2020*	Share price	217.4 €	Exchange rate: 1,07 CHF/€
	Market cap	2.8 B€	12.848.962 shares
	EAT	111.1 M€	Interim report ALSO H1 2020 / H2 2019
	P/E Multiple	25	-

* 12 months rolling

GROWTH OPPORTUNITY THROUGH ECOSYSTEMS



ECOSYSTEM

MORE

MAINTAIN | OPTIMIZE

Improve Profitability

- ▶ Improve shares & Margin
- ▶ Optimize portfolio
- ▶ Develop Services
- ▶ Focus on SMB
- ▶ Optimize OPEX
- ▶ Deploy vendor services
- ▶ Deploy web shop as a Service (i-Terra model)

MARGIN

REINVENT

Develop Market Share

- ▶ Deploy ALSO portfolio
- ▶ Focus on SMB
- ▶ Deploy digital platforms

SALES

ENHANCE

Go to new territories

- ▶ Develop geographical coverage
- ▶ Focus on Supply

SALES/MARGIN

Use ALSO expertise to establish ecosystem

GROWTH OPPORTUNITY SUPPLY



SUPPLY

MORE

MAINTAIN

- ▶ Customer breadth
- ▶ Vendor portfolio
- ▶ Credit lines



MARGIN

OPTIMIZE

- ▶ Organic growth
- ▶ Structural optimization
- ▶ OPEX reduction logistics



OPEX

REINVENT

- ▶ Web shop
 - ▶ New architecture
 - ▶ SKUs – SEO – WEB



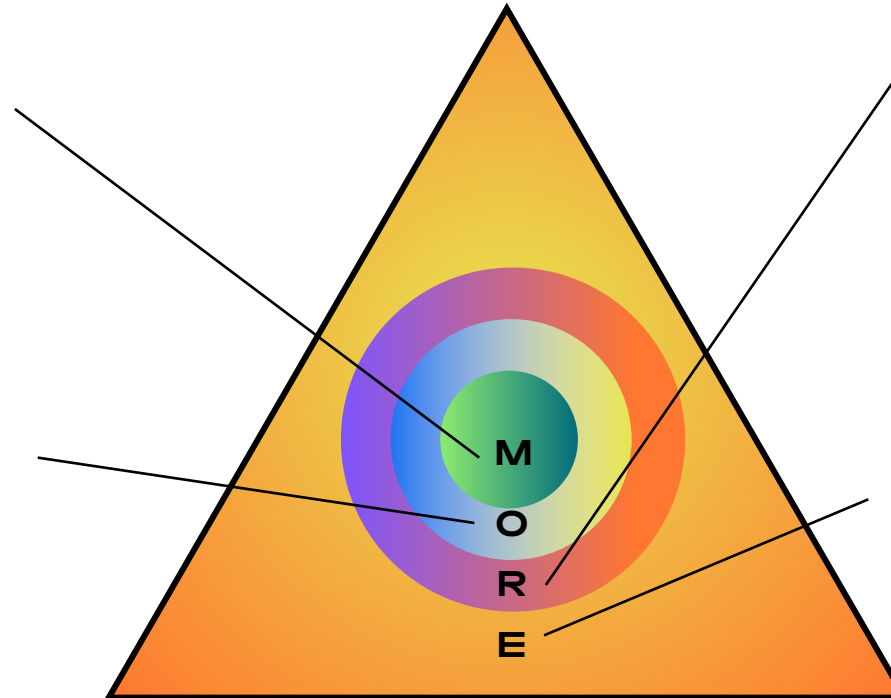
CUSTOMER BREADTH

ENHANCE

- ▶ New regions
- ▶ Use turnover in Supply from acquisitions with Solutions/Reseller/Consumptional focus

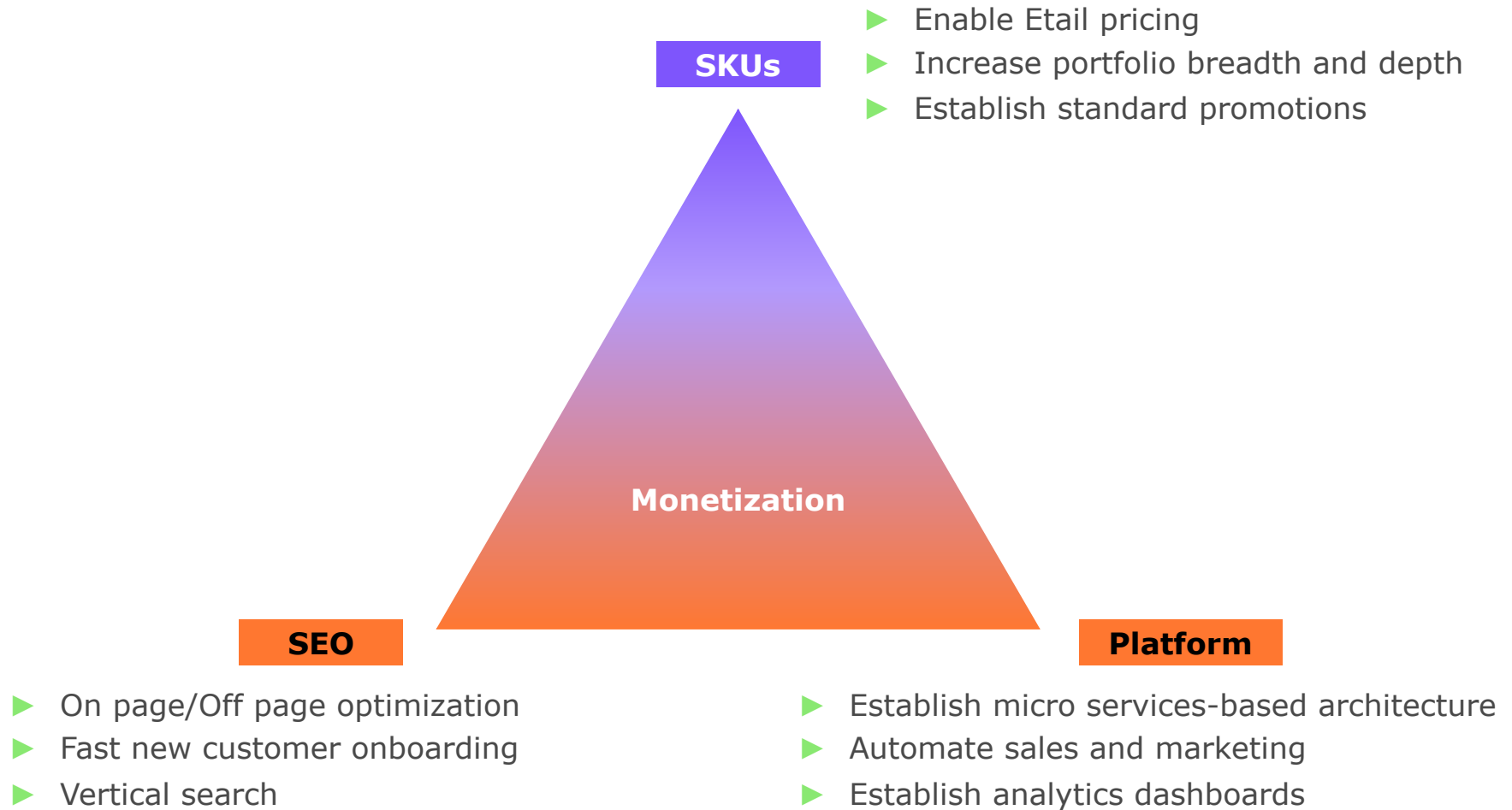


TURNOVER



Use ALSO expertise to grow Supply business

WEB SHOP



GROWTH OPPORTUNITY SOLUTIONS



SOLUTIONS

MORE

MAINTAIN

- ▶ Turnover
- ▶ Profitability
- ▶ Number of customers

CUSTOMERS

OPTIMIZE

- ▶ Vendor roll-out to countries
- ▶ New vendor onboarding
- ▶ New product categories

PORTFOLIO

REINVENT

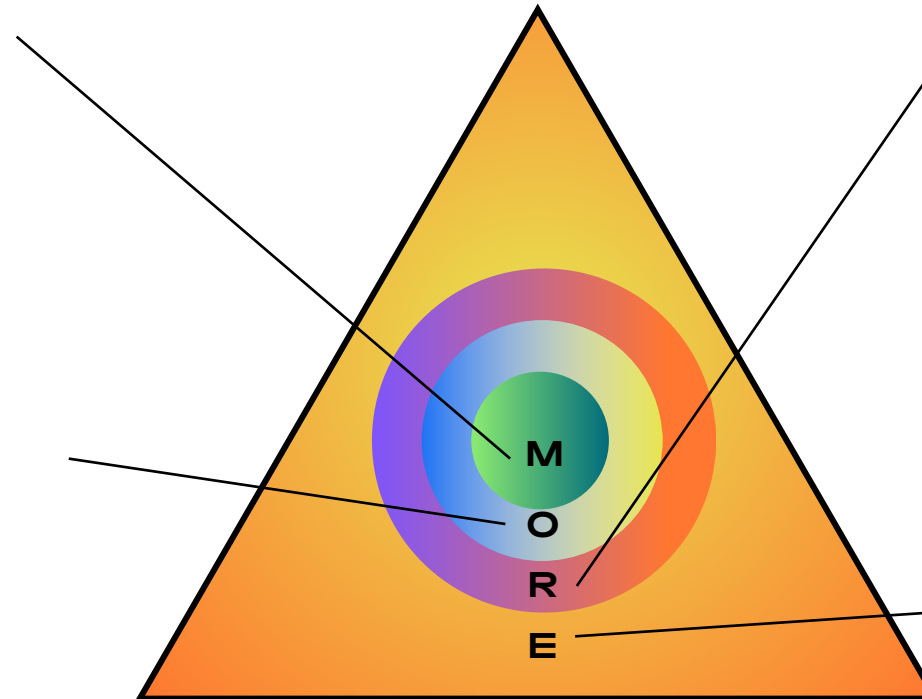
- ▶ Configured solutions sales approach
- ▶ Monetization of customer data
- ▶ Vertical sales organization

SALES

ENHANCE

- ▶ System Integrators
- ▶ Value Added Resellers (e.g. UCC)

ACQUISITIONS



UCC – Unified Collaboration and Communication

GROWTH OPPORTUNITY SERVICE



CLOUD

MORE

MAINTAIN

- ▶ Software as a Service
- ▶ Transform transactional licenses to subscriptions
- ▶ Platform as a Service (existing clients)



KEEP EXISTING SEATS

OPTIMIZE

- ▶ Increase customer breadth(competition/SMB)
- ▶ Transform transactional licenses(competition)
- ▶ Add more seats (convert trials to subscriptions)
- ▶ Create bundles for
- ▶ verticals



INCREASE NUMBER OF SEATS

REINVENT

- ▶ Deploy IT services (managed/ professional/ support)
- ▶ New vendors (attach additional subscr.)
- ▶ Device as a Service
- ▶ Platform as a Service (new clients/verticals)



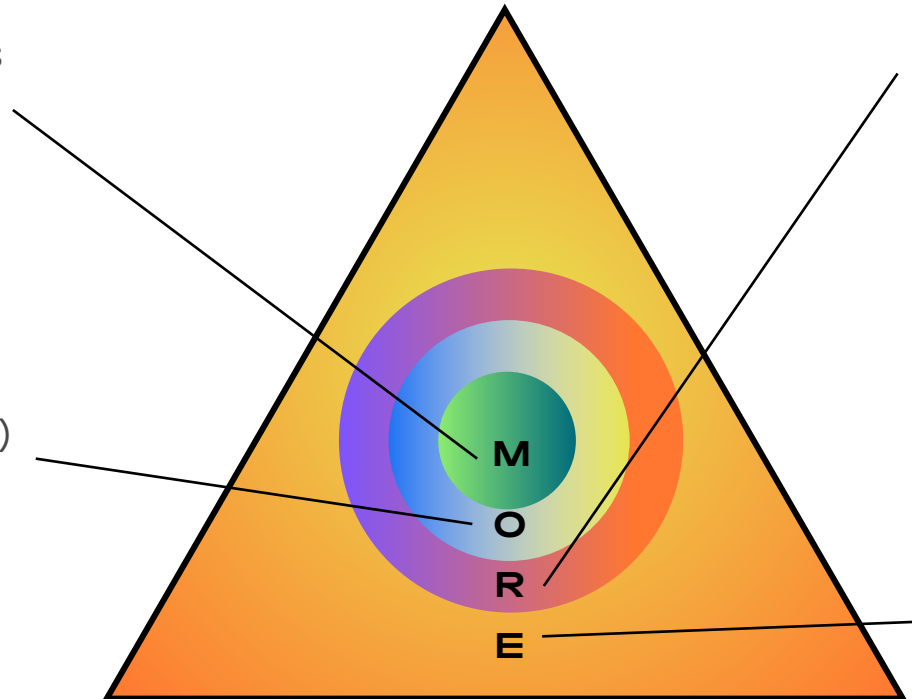
MONETIZE SEATS

ENHANCE

- ▶ Transform seats from acquisitions to ALSO Cloud Marketplace



ACQUIRE SEATS



CYBERSECURITY

MORE

MAINTAIN

- ▶ Existing vendors
- ▶ Transform transactional licenses to subscriptions
- ▶ Software as a Service



KEEP EXISTING SEATS

OPTIMIZE

- ▶ Increase customer breadth (specialized resellers)
 - ▶ SMB resellers
 - ▶ Managed Service Providers/System Int.
- ▶ Expand vendors/categories to all countries



INCREASE NUMBER OF SEATS

REINVENT

- ▶ Attach Cybersecurity services to Cloud offering
- ▶ Build Cybersecurity services in platform
- ▶ Platform as a Service



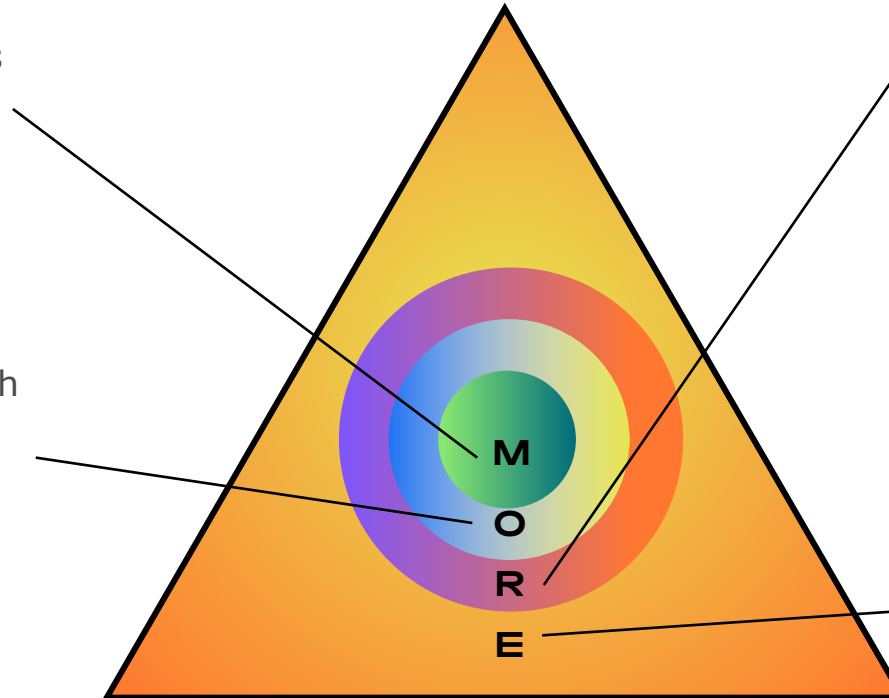
MONETIZE SEATS

ENHANCE

- ▶ Acquire local specialized Security Value Added Resellers



ACQUIRE SEATS



Focus		Actions	
Logistics	<ul style="list-style-type: none"> ▶ Tracking & Tracing ▶ Sprinkler systems ▶ Preventive maintenance 	Customers	<ul style="list-style-type: none"> ▶ SMB resellers ▶ Value added resellers ▶ System Integrators
Environmental	<ul style="list-style-type: none"> ▶ Power consumption ▶ Water level and safety ▶ Air quality 	Products	<ul style="list-style-type: none"> ▶ IoT platform ▶ Hardware kits ▶ Deployed software
Facility management	<ul style="list-style-type: none"> ▶ Smart barriers and access gates ▶ Desk and room occupancy ▶ Air quality 	Services	<ul style="list-style-type: none"> ▶ Professional services ▶ IoT and consumptional bundles ▶ Platform as a Service

IOT

Example of Monetization

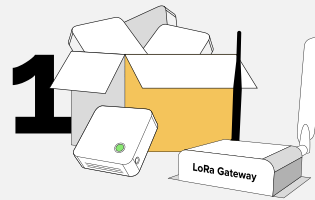
Challenges

Grow in SMB IoT market

- ▶ SMB end-customers
- ▶ Complex technology
- ▶ Value assessment

Solution Acceleration

Devices/ Connectivity



- ▶ Sensors
- ▶ LoRaWAN
- ▶ Connection

ALSO
Web shop

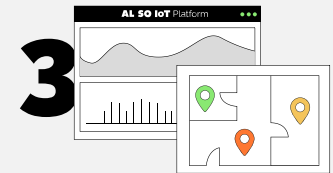
IoT platform



- ▶ White label
- ▶ Collection
- ▶ Visualization

ALSO Cloud
Marketplace

Application



- ▶ Integrated
- ▶ Pre-configured
- ▶ Customized

IoT Software
Catalogue

VIRTUALIZATION

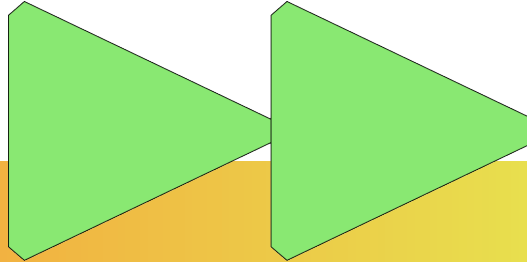
Growth

Focus		Actions	
Consumer	Gaming applications <ul style="list-style-type: none">▶ Set-top boxes (indirect)▶ SoraStream (direct)	Customers	<ul style="list-style-type: none">▶ Telcos▶ Retail/Etail
		Products	<ul style="list-style-type: none">▶ Streaming platform/Gaming▶ Software virtualization
Commercial	Industry applications <ul style="list-style-type: none">▶ Printing (3D)▶ Digital Twins▶ Software	Services	<ul style="list-style-type: none">▶ Streaming-as-a-Service▶ Virtualization and consumptional bundles▶ Platform as a Service

Focus		Actions	
Platform	<ul style="list-style-type: none"> ▶ Marketplace fee structure ▶ Partner Programs ▶ Platform connections ▶ Attachable tools (RPA, ML, ...) ▶ Specialists recruiting 	Customers	<ul style="list-style-type: none"> ▶ SMB resellers ▶ Value added resellers ▶ System Integrators
	<ul style="list-style-type: none"> ▶ AI starter pack bundle ▶ SMB-ready ▶ Managed Services ▶ Industry ▶ Business Process Outsourcing 	Products	<ul style="list-style-type: none"> ▶ AI Hardware ▶ AI Software ▶ AI Platform
Applications		Services	<ul style="list-style-type: none"> ▶ Expert subscriptions ▶ AI and consumptional bundles ▶ Platform as a Service

RPA – Robotic Process Automation
ML – Machine learning

TARGETS 2020+



Target 2020:

EBITDA
210–220 Mio
EURO

ROCE
13–15%

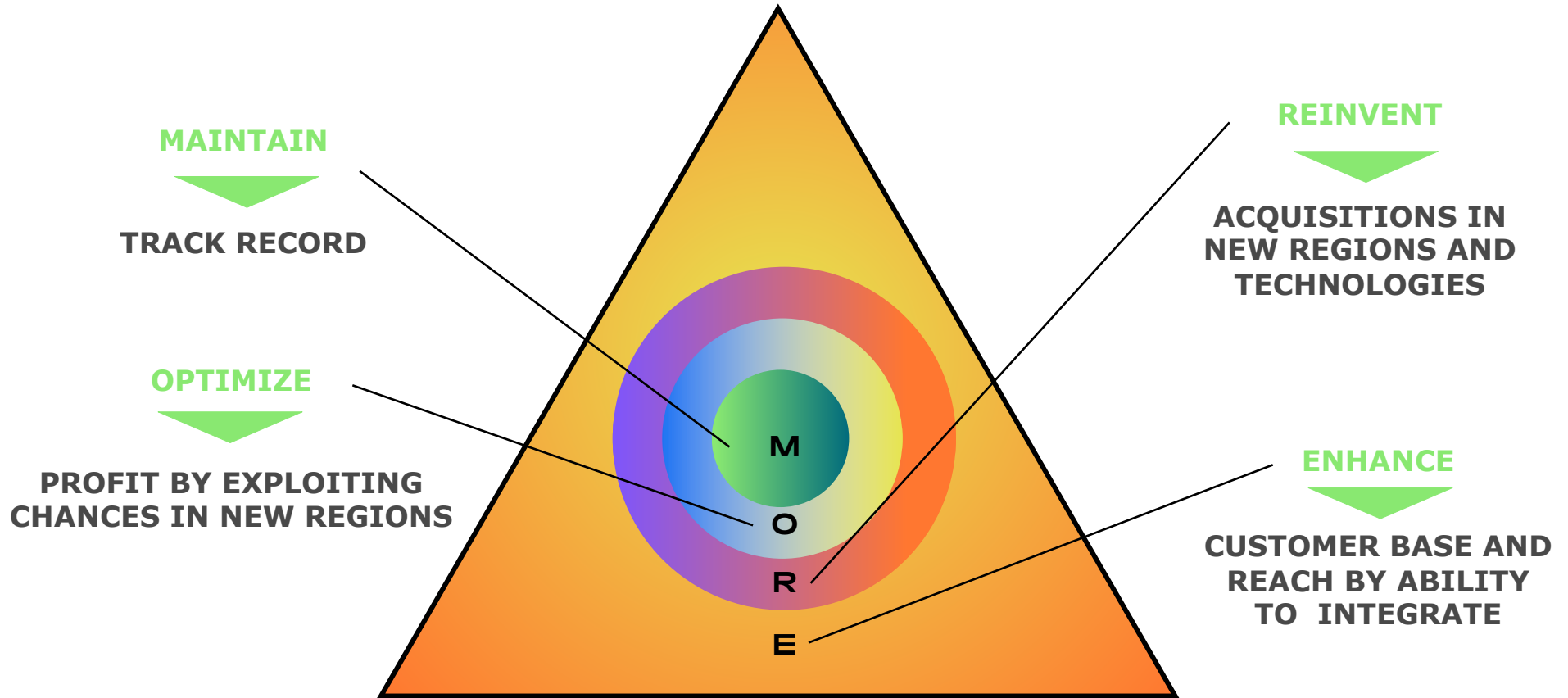
Target Midterm:

EBITDA
250–310 Mio
EURO

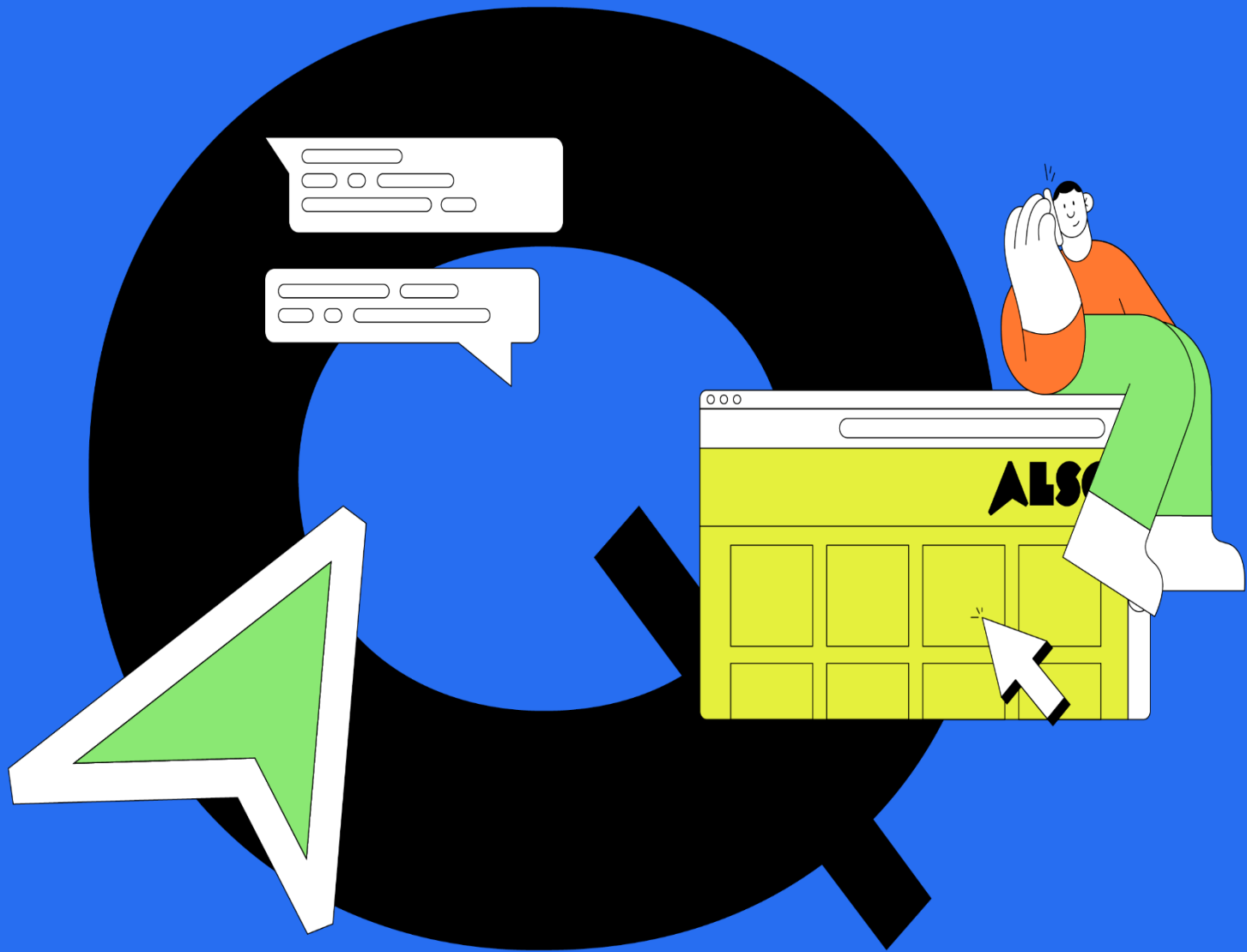
ROCE
13–15%

SUMMARY

MORE...TO COME



ANY MORE QUESTIONS?





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