

Annual Results Media Conference 2017

Welcome

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SPREADING
KNOWLEDGE

Disclaimer

This presentation contains forward-looking statements which are based on current assumptions and forecasts of the ALSO management. Known and unknown risks, uncertainties, and other factors could lead to material differences between the forward-looking statements made here and the actual development, in particular the results, financial situation, and performance of our Group. The Group accepts no responsibility for updating these forward-looking statements or adapting them to future events or developments.



Agenda

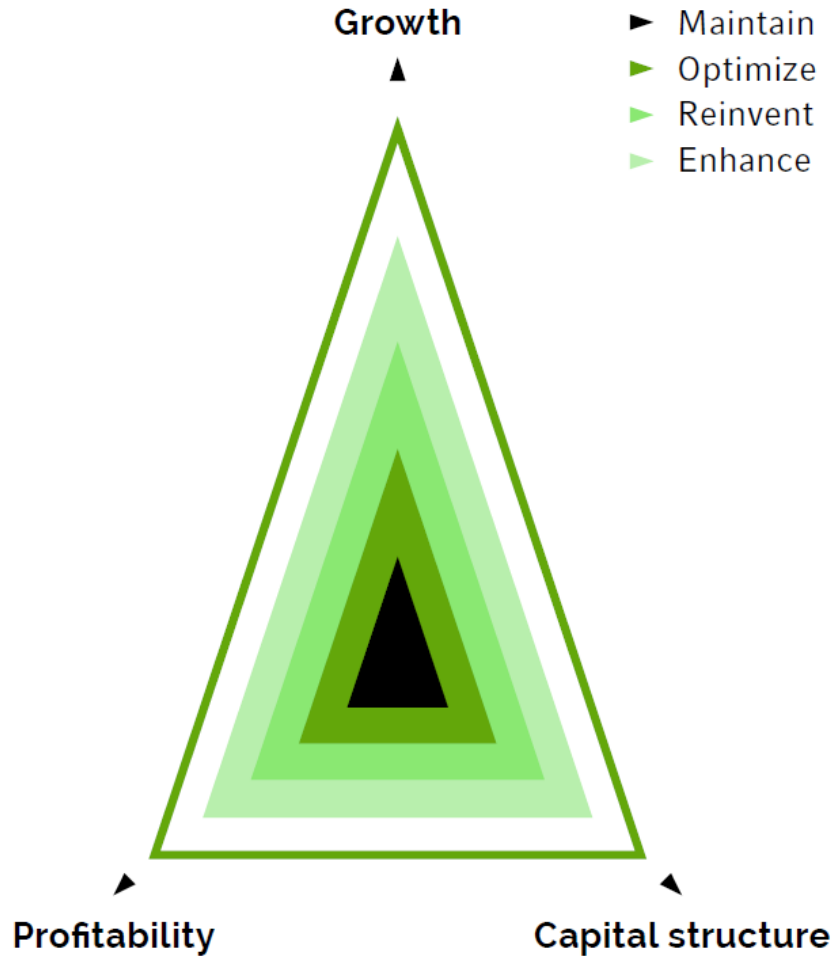
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Highlights



MORE Strategy Program



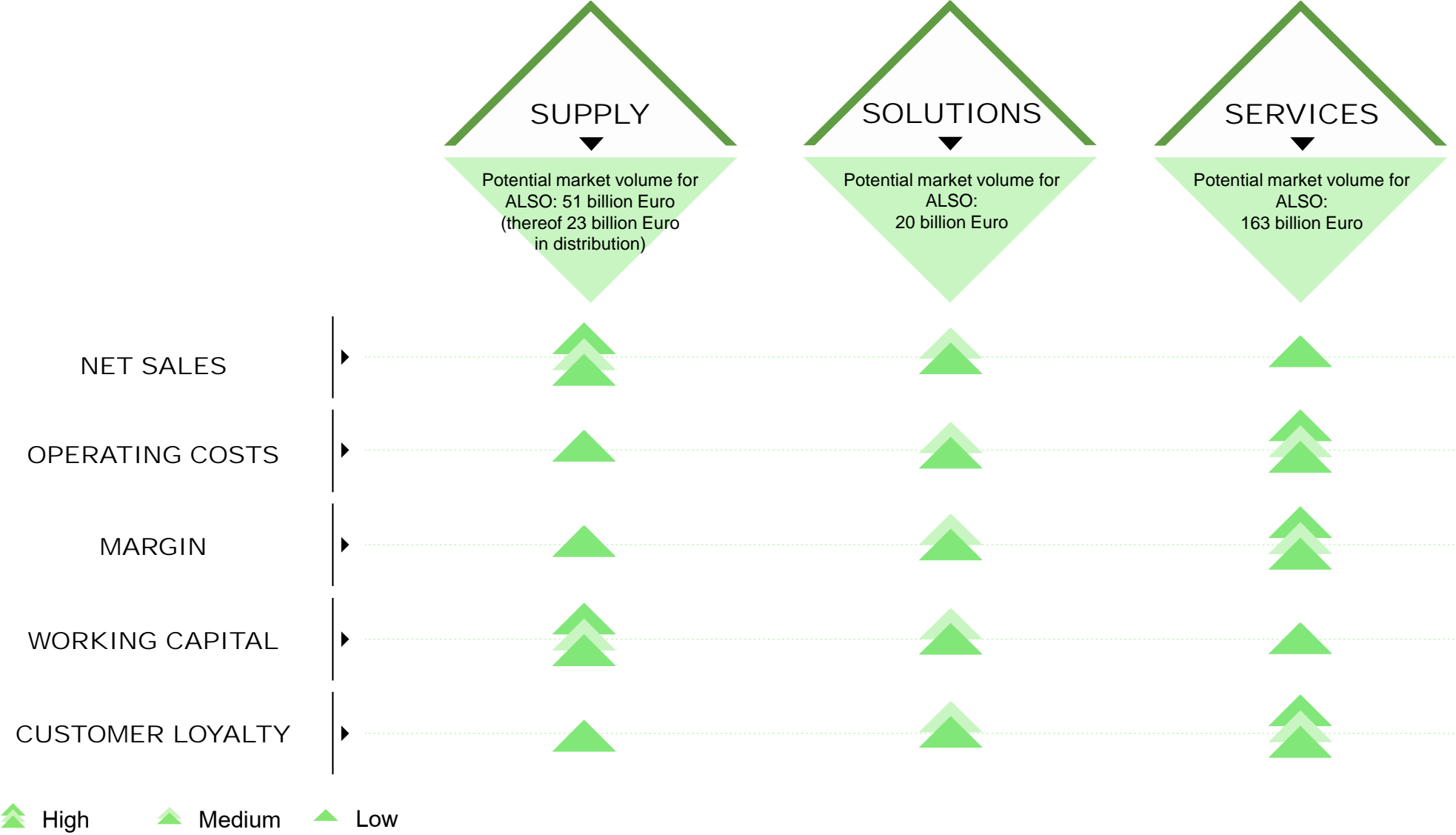
M for **MAINTAIN** stands for securing the transactional business model, based on which the Services and Solutions business will be further expanded to attain the targeted growth and income goals.

O for **OPTIMIZE** stands for continuous optimization of the processes in the regions. Major leverage is derived from the Profit Improvement Program (PIP) and the Process Optimization Program (POP).

R stands for **REINVENT**. ALSO will continue to achieve growth with the transactional business model at the same time as generating additional growth with the Solutions and Services business models.

Finally, **E** stands of **ENHANCE**. This mainly means expanding our market position by acquisitions in line with the Reinvent goal.

ALSO Business Models – 3S



Factors for Optimizing Income



- ▶ *Business model mix*
Systematically expanding and developing business models.
- ▶ *Vendor mix*
Securing an attractive supplier portfolio by means of short reaction times to changes in general conditions on the ALSO marketplace.
- ▶ *Reseller mix*
Focusing on fast-growing buyer groups with perfectly tailored services and connection to the CRM.
- ▶ *Product mix*
Rapidly providing innovative products and services with high growth potential.
- ▶ *Operational excellence*
Continuously optimizing structures and processes to reduce operating expense.



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Fiscal Year 2016

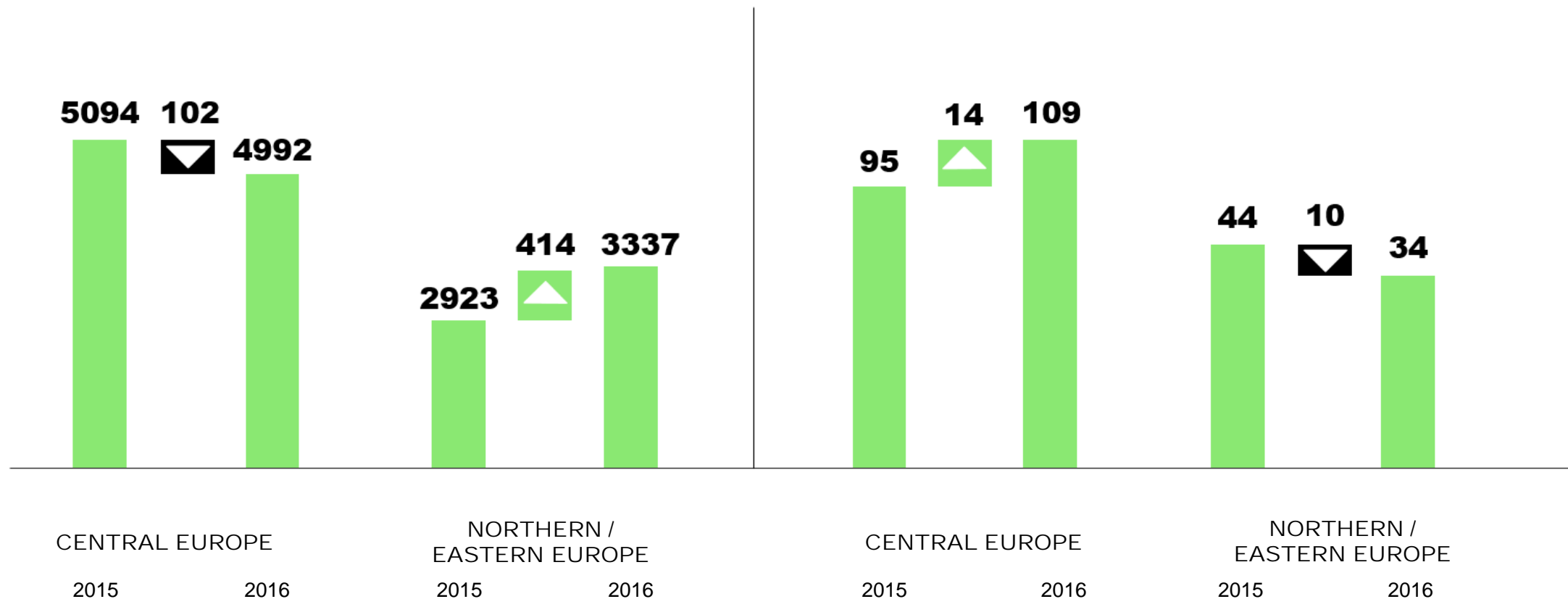
ALSO's Net Sales and Earnings Performance 2016

	2016 (in Million Euro)	2015 (in Million Euro)	Change (in %)	Share of net sales 2016 (in %)
Net sales	7 984.1	7 792.1	2.5	
Thereof Supply	6 231.6	6 018.1	3.5	78.0
Thereof Solutions	1 532.2	1 562.3	-1.9	19.2
Thereof Services	220.3	211.7	4.1	2.8
Gross margin	506.0	507.5	-0.3	6.3
EBITDA	146.0	140.0	4.3	1.8
EBIT	128.5	109.9	16.9	1.6
Profit before taxes (EBT)	113.9	90.8	25.4	1.4
Net profit Group	83.2	62.9	32.3	1.0

Net sales and EBITDA by Region in Million Euro

NET SALES

EBITDA





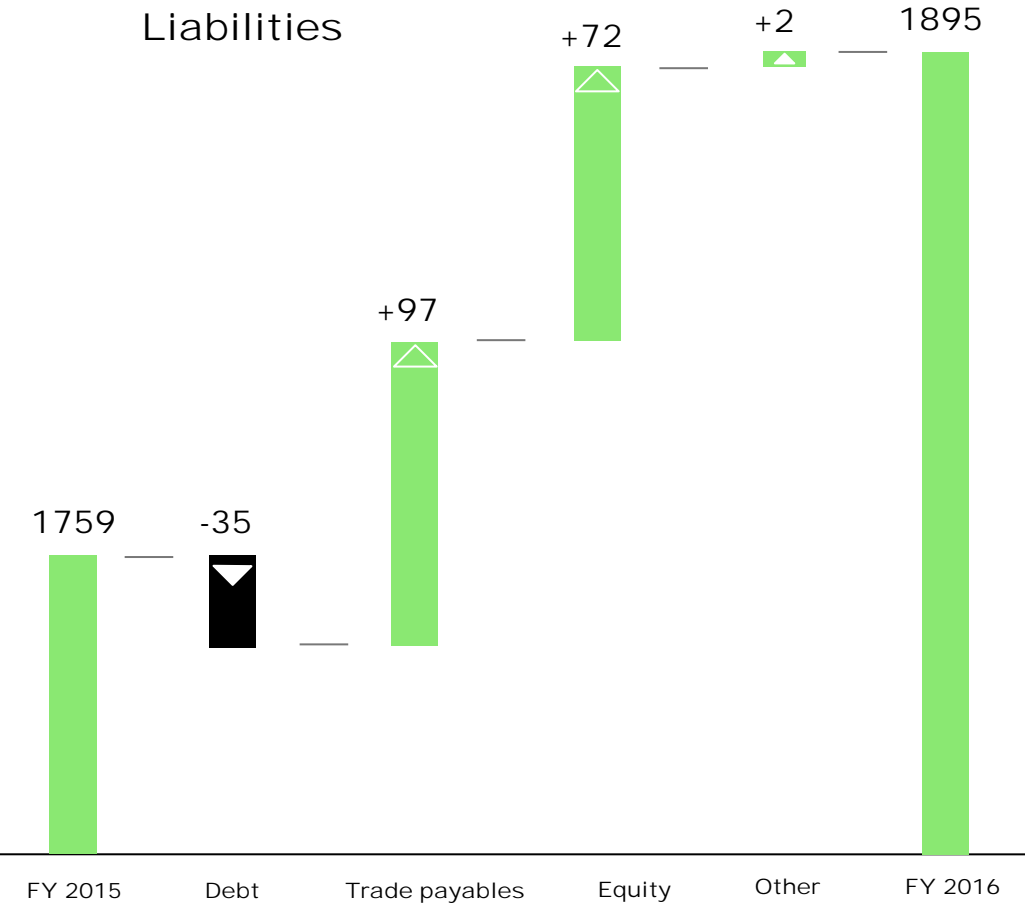
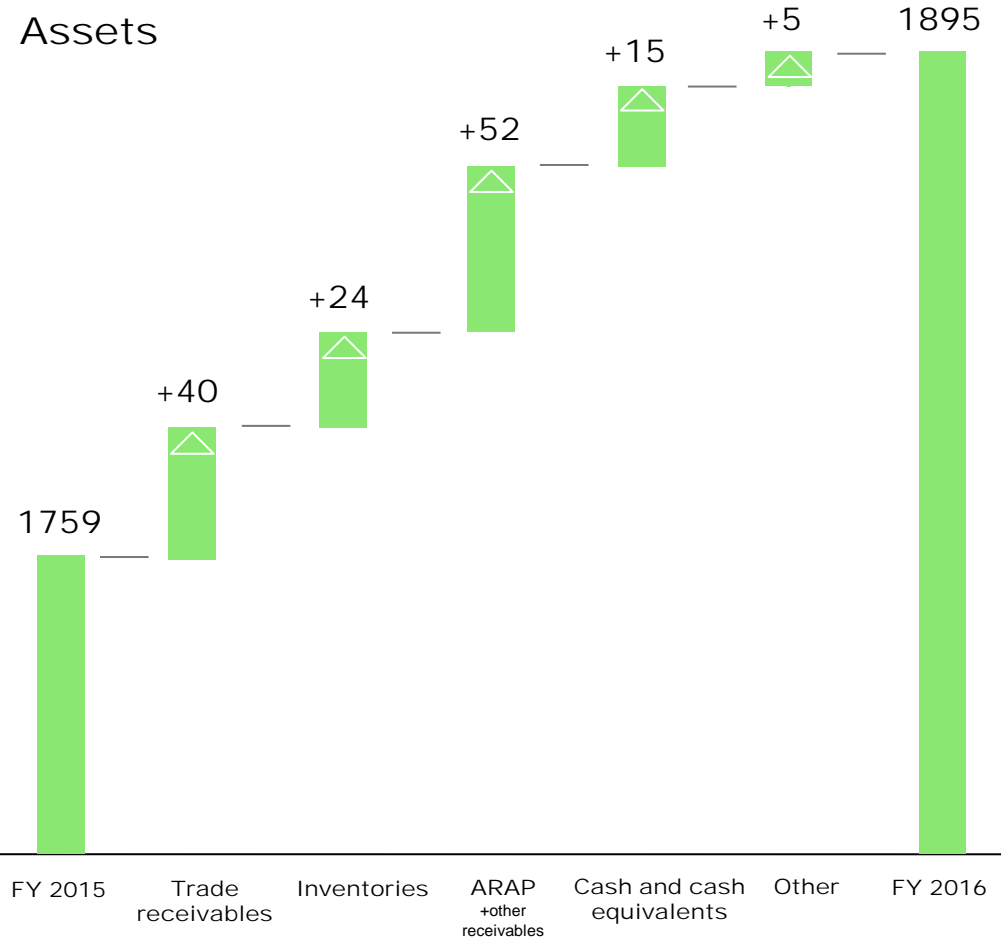
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Key Financial Figures

Consolidated Statement of Financial Position

	31.12.2016 (in Million Euro)	Share (in %)	31.12.2015 (in Million Euro)	Share (in %)
Current assets	1 635.2	86.3	1 504.8	85.5
Non-current assets	259.9	13.7	255.0	14.5
Total Assets	1 895.1	100.0	1 759.8	100.0
Current liabilities	1 100.4	58.1	1 031.2	58.6
Non-current liabilities	229.5	12.1	235.8	13.4
Equity	565.2	29.8	492.8	28.0
Total Liabilities	1 895.1	100.0	1 759.8	100.0

Changes to the Consolidated Balance Sheet 2015/2016





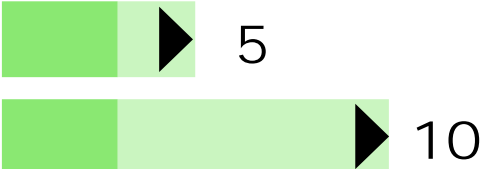
**Outlook
2017**

Medium-term Outlook ALSO

SALES VOLUME
INCLUDING **ACQUISITIONS**
In Billion Euro



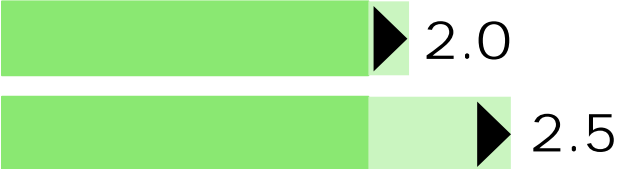
SHARE OF SERVICES
IN NET SALES
In Percent



SHARE OF SOLUTIONS
IN NET SALES
In Percent



EBITDA MARGIN
In Percent



Financial Calendar

FINAN CIAL / CALENDAR



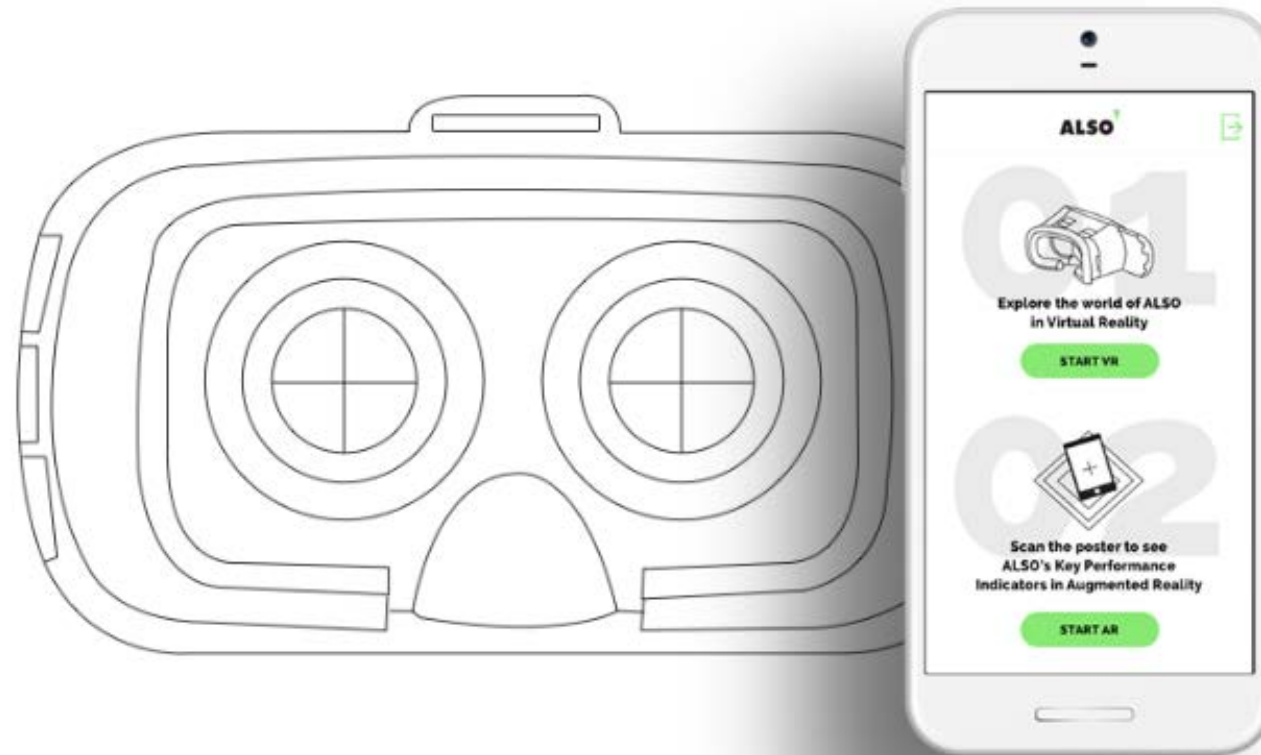


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**Questions and
Answers**



From Box Conveyor to Solutions Aggregator

World Premiere: ALSO's first virtual Annual Report



World Premiere: ALSO figures in Augmented Reality

