

SUSTAINABLE PROFITABLE GROWTH THROUGH ECOSYSTEM

ALSO MEDIA AND INVESTOR
CONFERENCE 2025

18 February 2025



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MANAGEMENT SUMMARY



- ▶ Attractive IT market
- ▶ ALSO's sustainable investments in ecosystem over 14 years
- ▶ Due to this, strong results of 2024 and
- ▶ Higher results for the future

KEY FIGURES

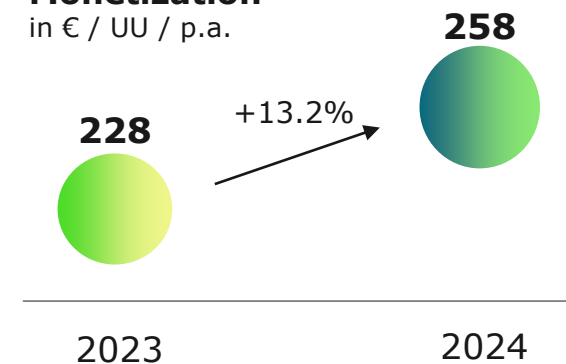


| m€ | 2024 | 2023 | Delta in % |
|----------------------|--------|--------|------------|
| Net sales before PvA | 10 963 | 11 118 | -1.4 |
| Thereof Supply | 6 351 | 6 748 | -5.9 |
| Thereof Solutions | 3 292 | 3 295 | -0.1 |
| Thereof Service | 1 320 | 1 075 | +22.8 |
| Thereof Cloud | 1 133 | 866 | +30.8 |
| EBITDA | 234 | 247 | -5.2 |
| Cash balance | 731 | 665 | +9.9 |

| | | |
|---------------------|-------|-------|
| Gross profit margin | 6.3% | 6.3% |
| EBITDA margin | 2.1% | 2.2% |
| ROCE | 29.6% | 25.7% |

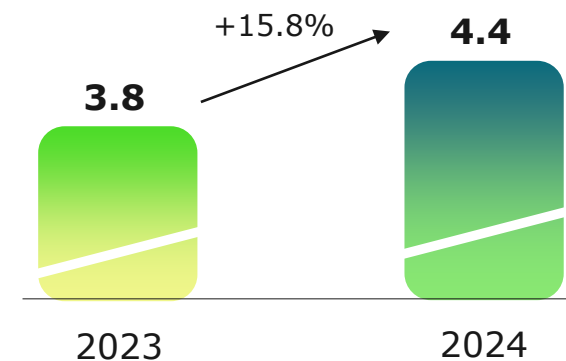
Monetization

in € / UU / p.a.



Unique Users

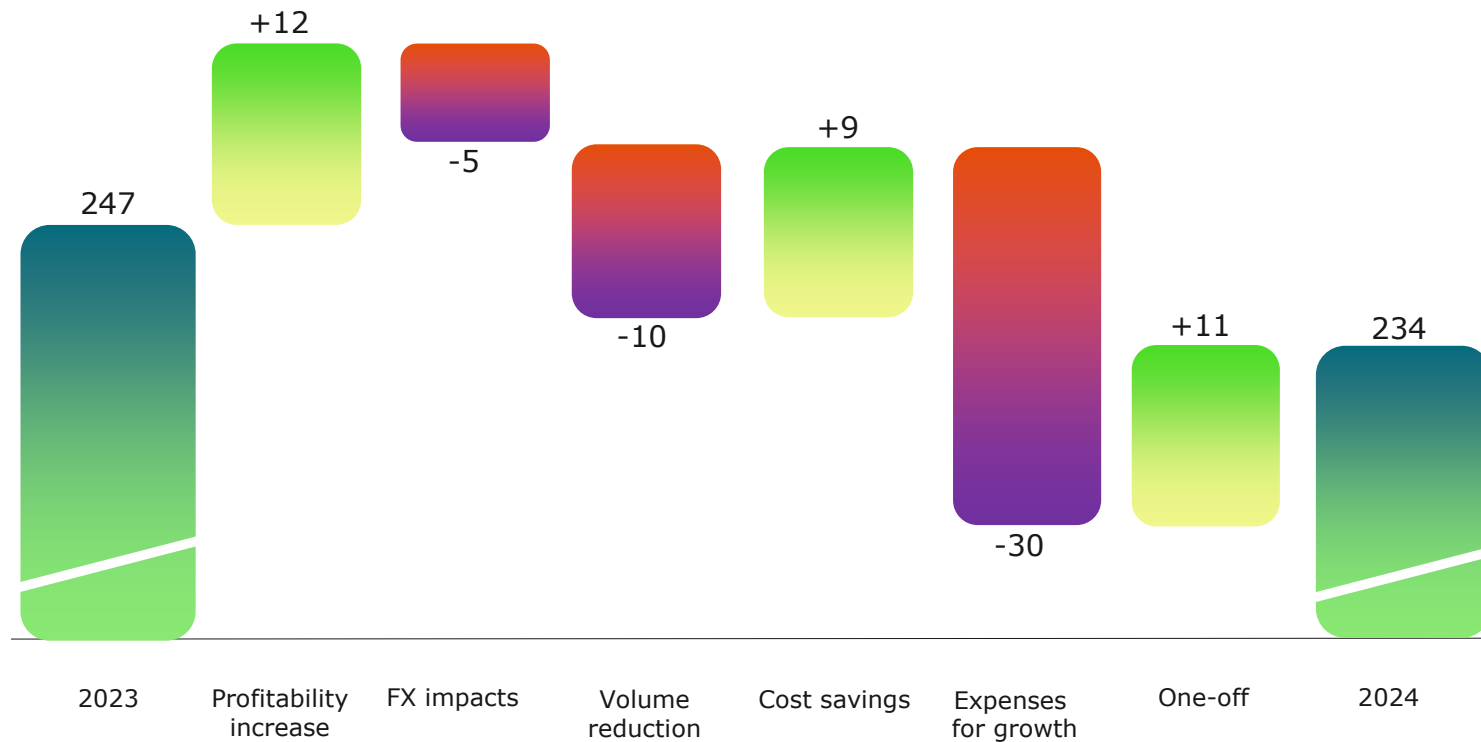
in Million



EBITDA



Bridge 2023 – 2024 (in M€)



Further optimizations of

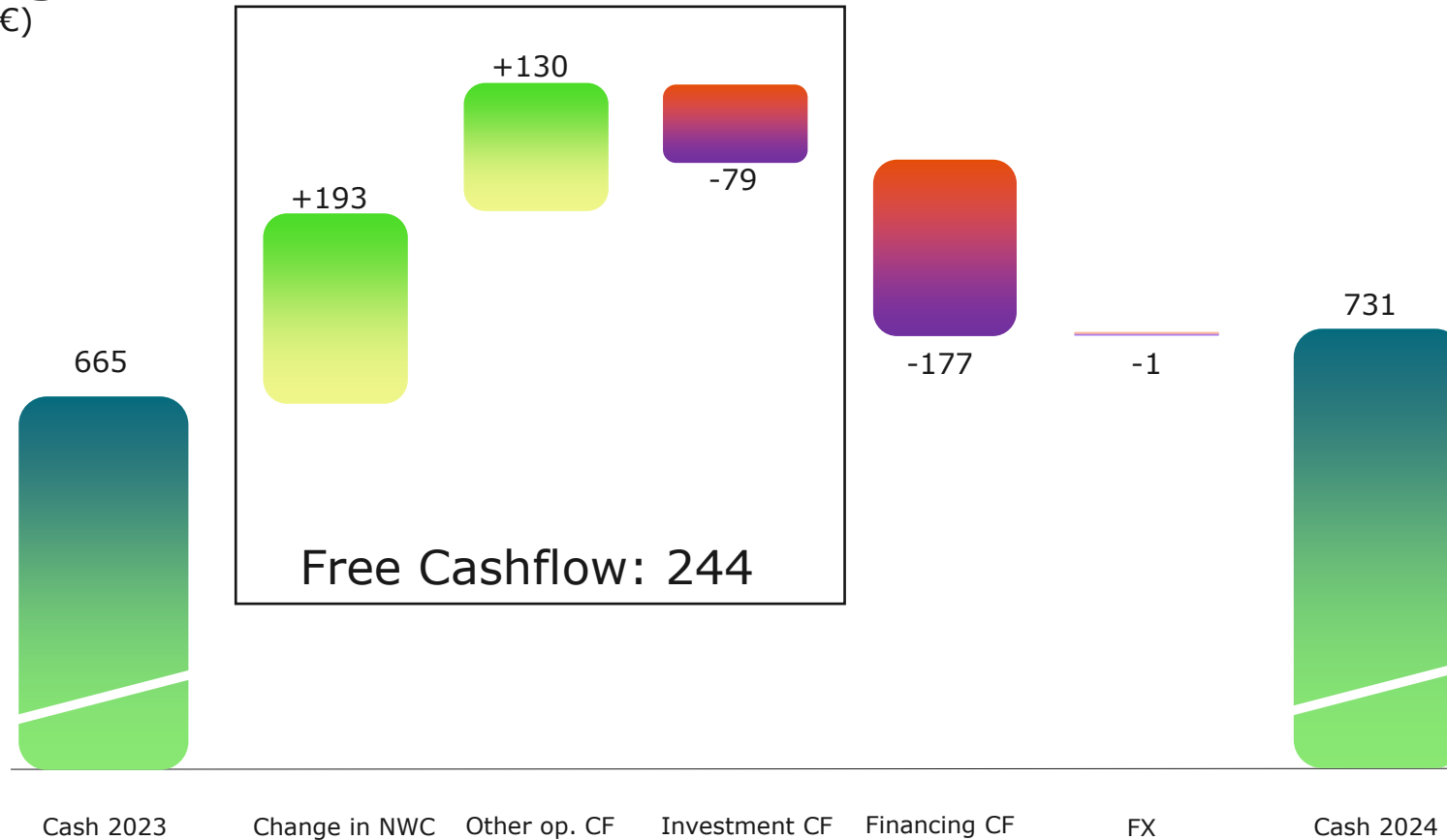
- ▶ Mix
- ▶ Organisation
- ▶ Countries

ROCE



Bridge 2023 – 2024

(in M€)



- ▶ ROCE 29.6%
- ▶ Continuation of NWC optimization
- ▶ Dividend increase proposed
- ▶ Share buyback planned

KEY DRIVERS OF FUTURE GROWTH



- ▶ Operational Excellence
- ▶ Further Mix Optimizations
- ▶ Digital Platforms
- ▶ M&A

KEY DRIVERS OF FUTURE GROWTH

OPERATIONAL EXCELLENCE

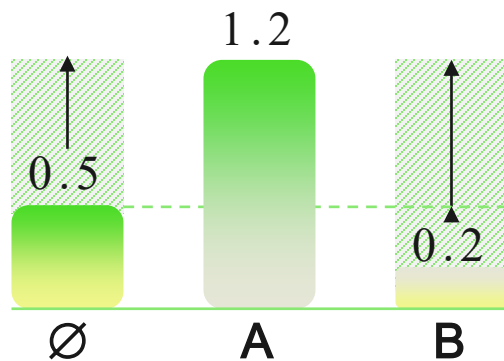


Improvement

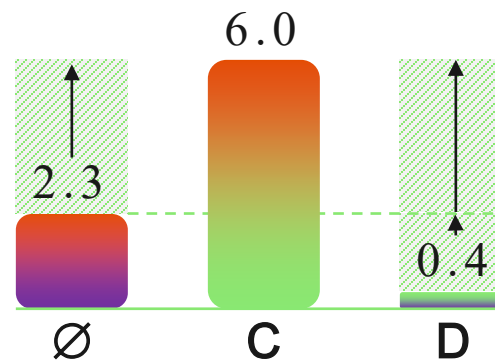
| m€ | 2014 | 2024 |
|--------|------|------|
| OPEX | 339 | 457 |
| EBITDA | 124 | 234 |
| Ratio | 0.4 | 0.5 |

Potential

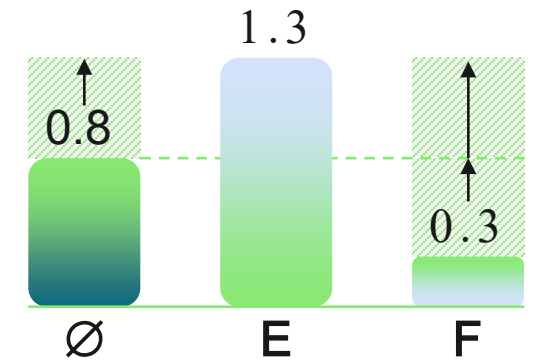
EBITDA/OPEX



EBITDA/Logistic expenses



EBITDA/PEX



KEY DRIVERS OF FUTURE GROWTH

POTENTIAL CLOUD

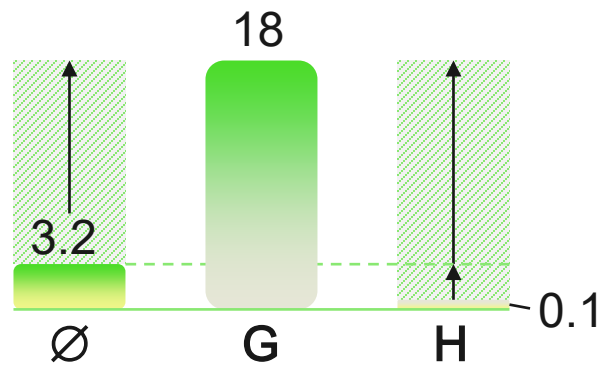


Improvement

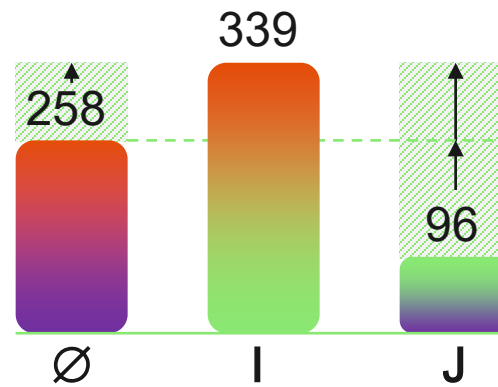
| | 2014 | 2024 |
|-------------------------------|------|-------|
| UU in million | 0.03 | 4.4 |
| Monetization in € / UU / p.a. | 33 | 258 |
| Net Sales before PvA M€ | 1 | 1 133 |

Potential

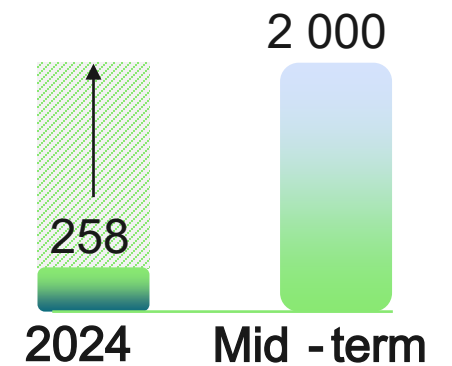
Market share in %



Monetization



Additional potential



KEY DRIVERS OF FUTURE GROWTH

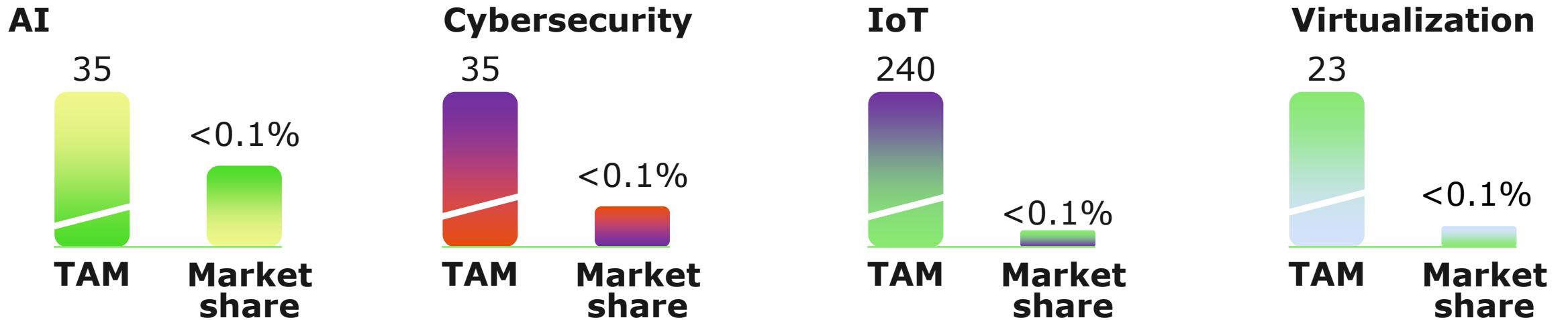
POTENTIAL OTHER DIGITAL PLATFORMS



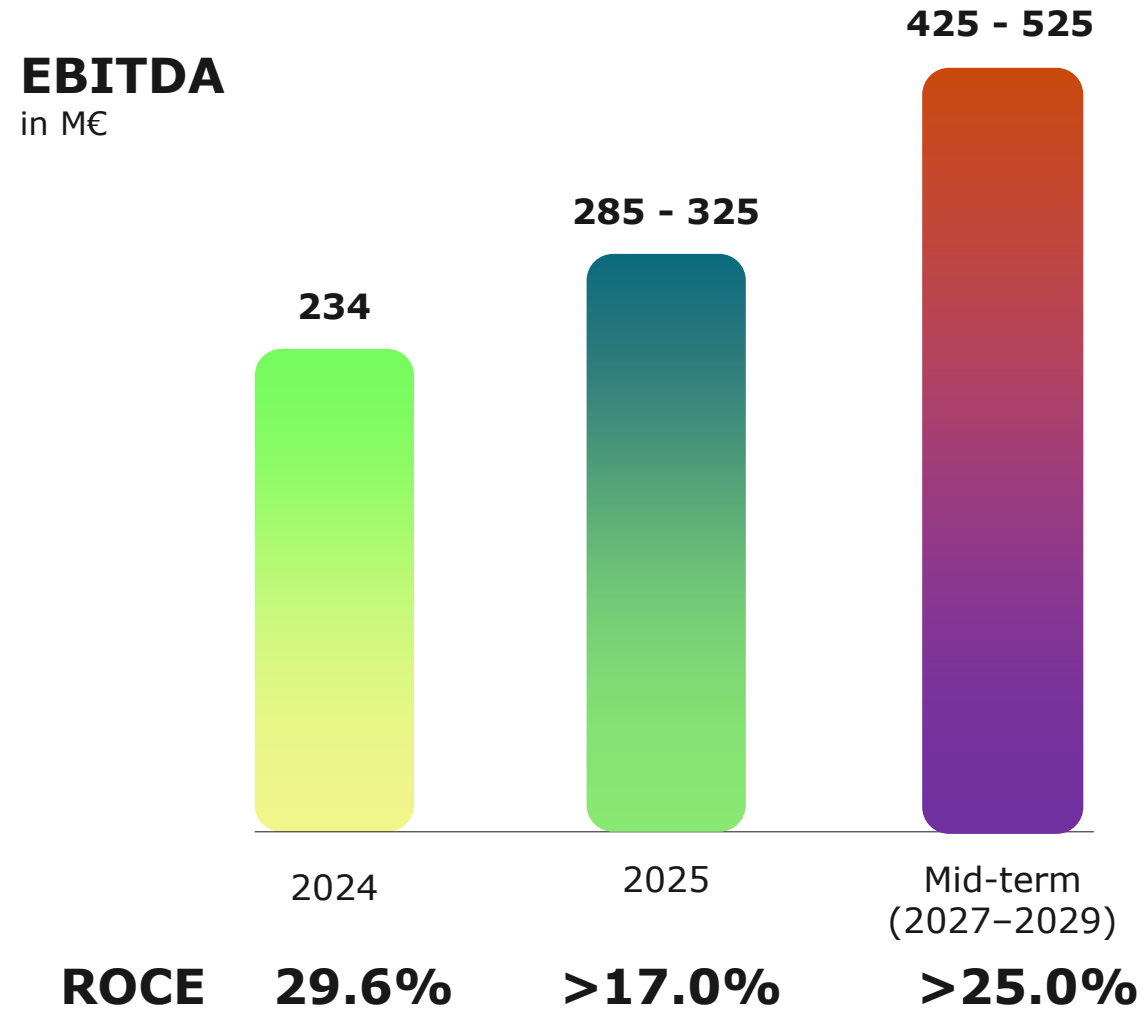
Improvement

| | 2020 | 2024 |
|-------------------------|------|------|
| Net Sales before PvA M€ | 95 | 208 |

Potential (TAM in b€, Market shares 2024)



GUIDANCE 2025 AND MID-TERM



Q & A



**THANK
YOU**

