

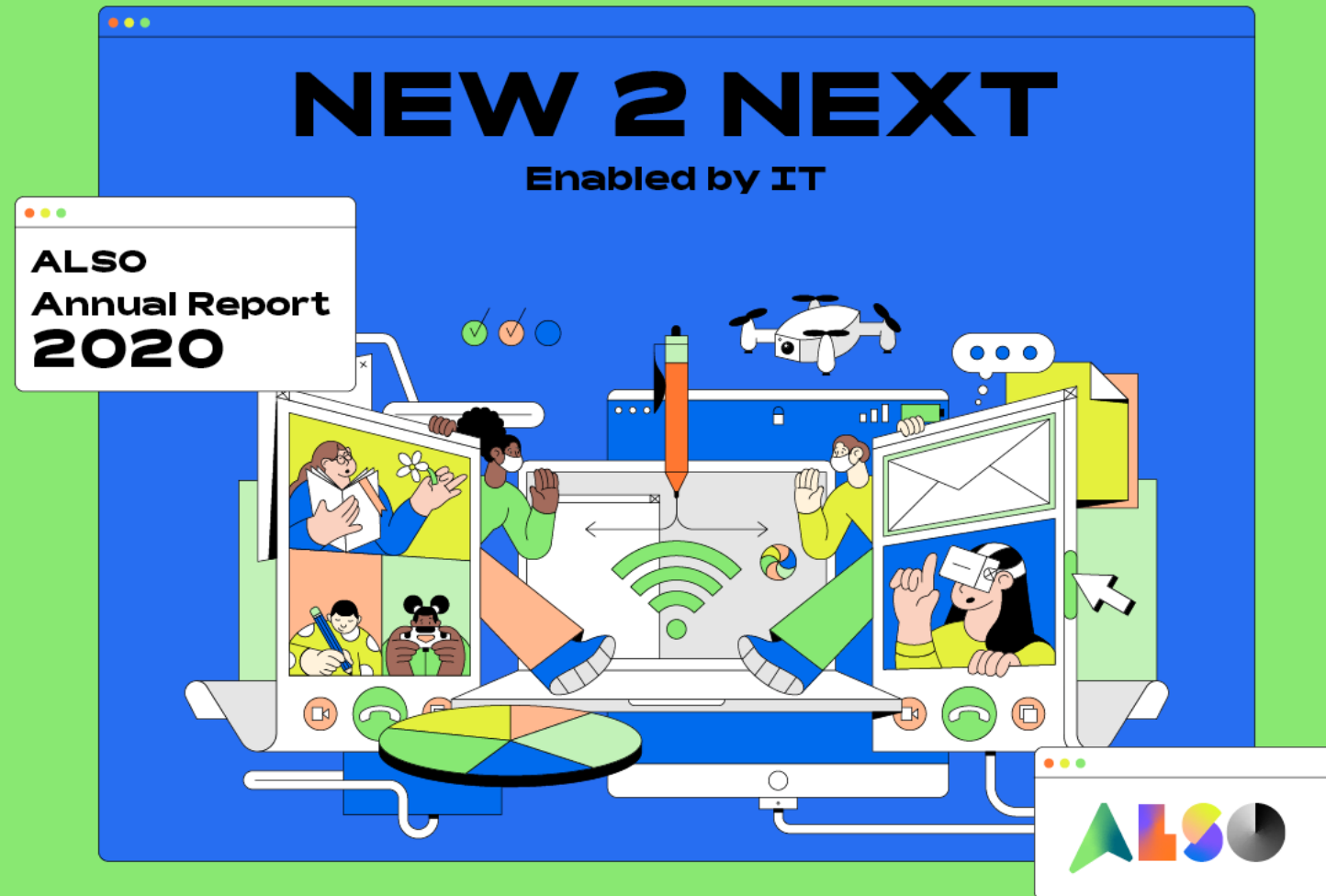
ALSO MEDIA AND INVESTOR CONFERENCE

NEW2NEXT

23.02.2021



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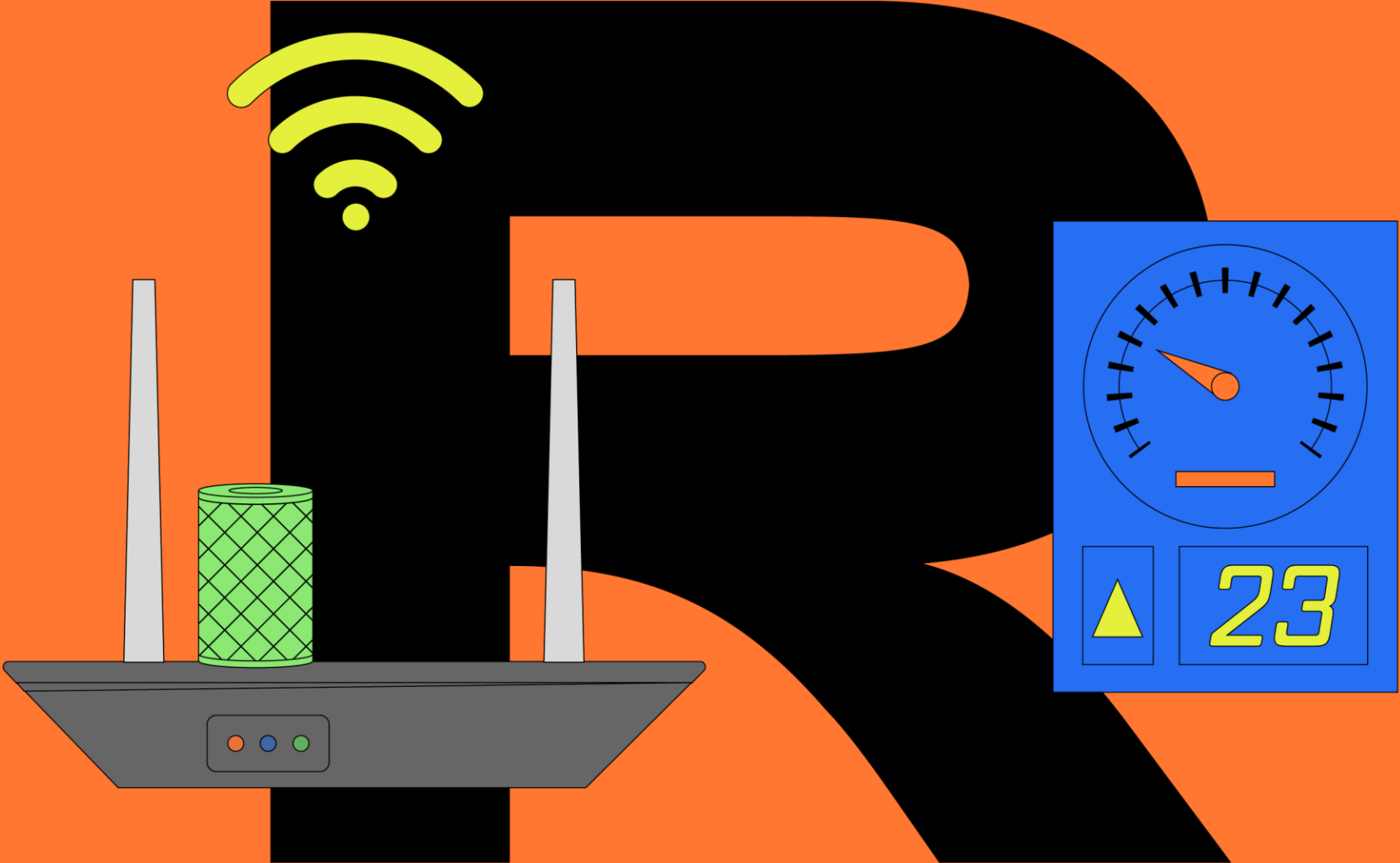
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RESULTS

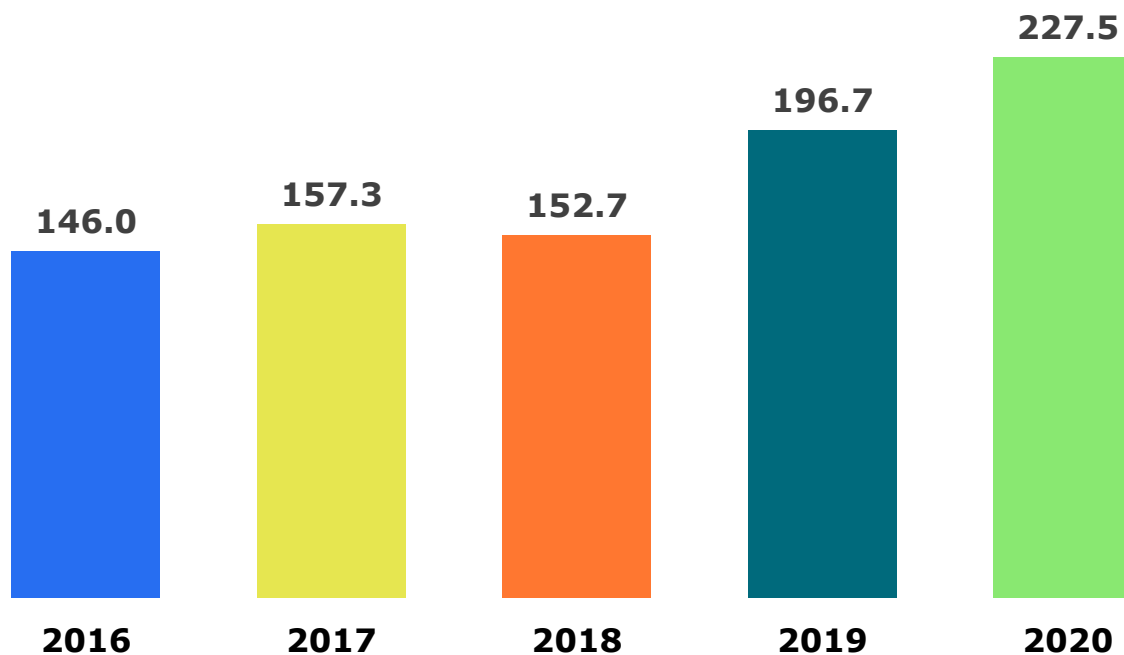


BUSINESS DEVELOPMENT

Profit and loss account

(in m €)	2019	2020	CHANGE
Net Sales	10 692.7	11 898.4	+11.3%
Supply	7533.5	8 423.3	+11.8%
Solutions	2 732.7	2 975.7	+8.9%
Service	426.5	499.4	+17.1%
thereof Cloud	217.0	299.8	+38.2%
EBITDA	196.7	227.5	+15.7%
EBT	134.8	167.7	+24.4%
EAT	100.3	130.0	+29.6%

EBITDA in m €

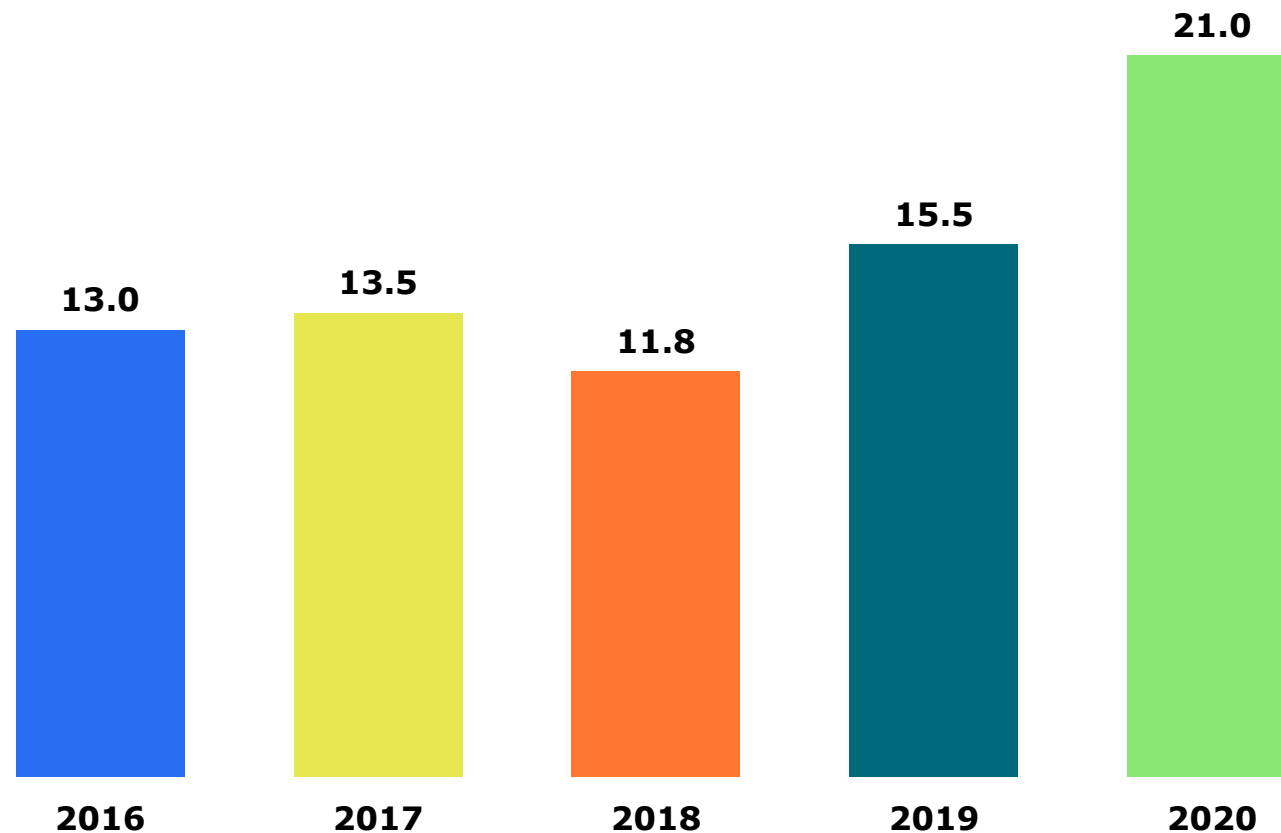


BUSINESS DEVELOPMENT

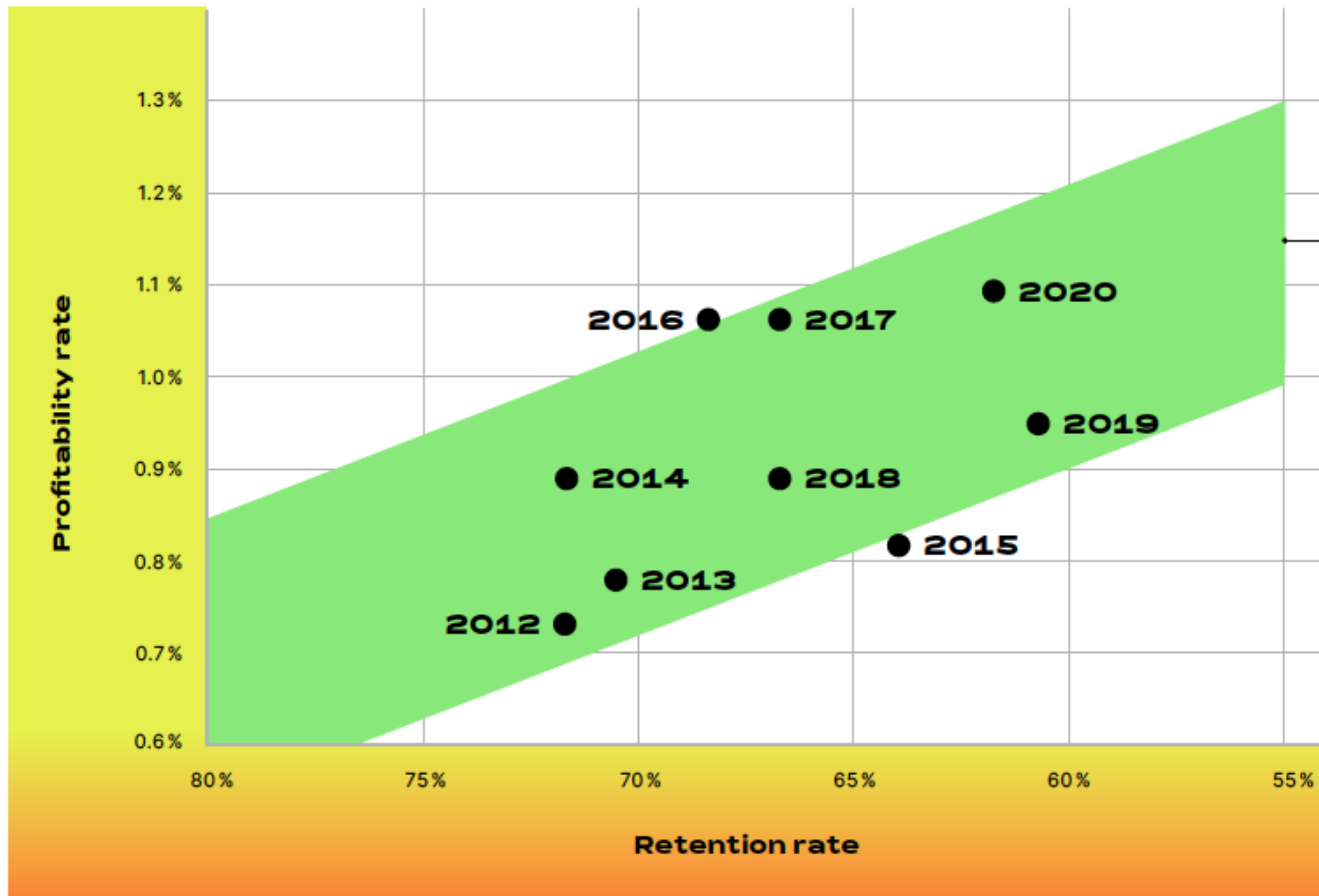
Balance Sheet

(in m €)	2019	2020	CHANGE
Cash and cash equivalents	349.5	483.2	+38%
Trade receivables	747.2	828.0	+11%
Inventories	915.3	729.4	-20%
Other Assets	811.7	841.5	+4%
Total assets	2 823.6	2 882.1	+2%
Financial liabilities	497.3	445.3	-10%
Trade payables	1 271.5	1 310.6	+3%
Other liabilities	322.6	304.8	-6%
Equity	732.3	821.3	+12%
Total liabilities	2 823.6	2 882.1	+2.1%

ROCE in %



SUSTAINABLE GROWTH RATE

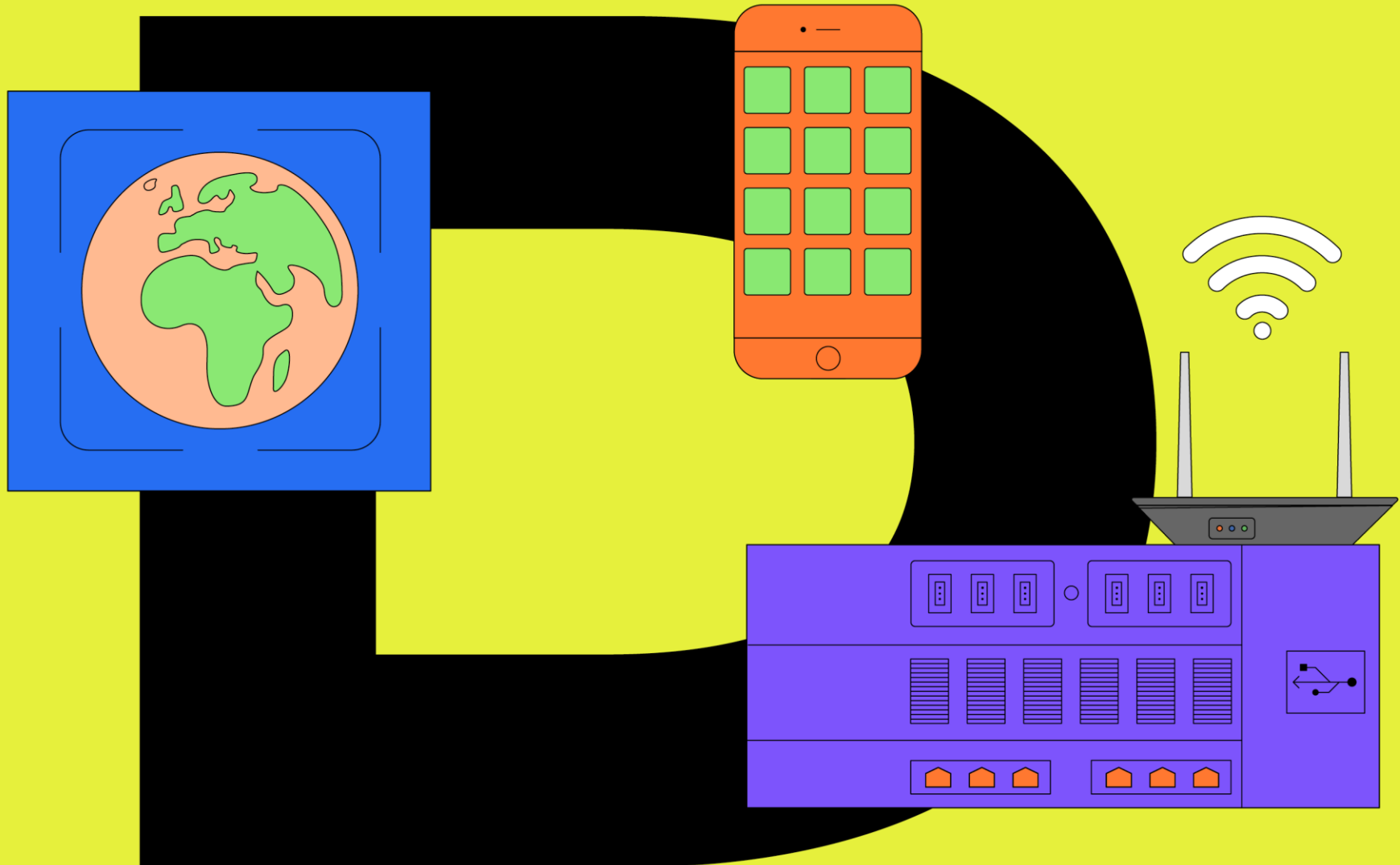


SGR
TARGET CORRIDOR
8-10%

Calculation SGR:
PART=
Profit rate x
Asset utilization rate x
Retention rate x
Total asset to equity ratio

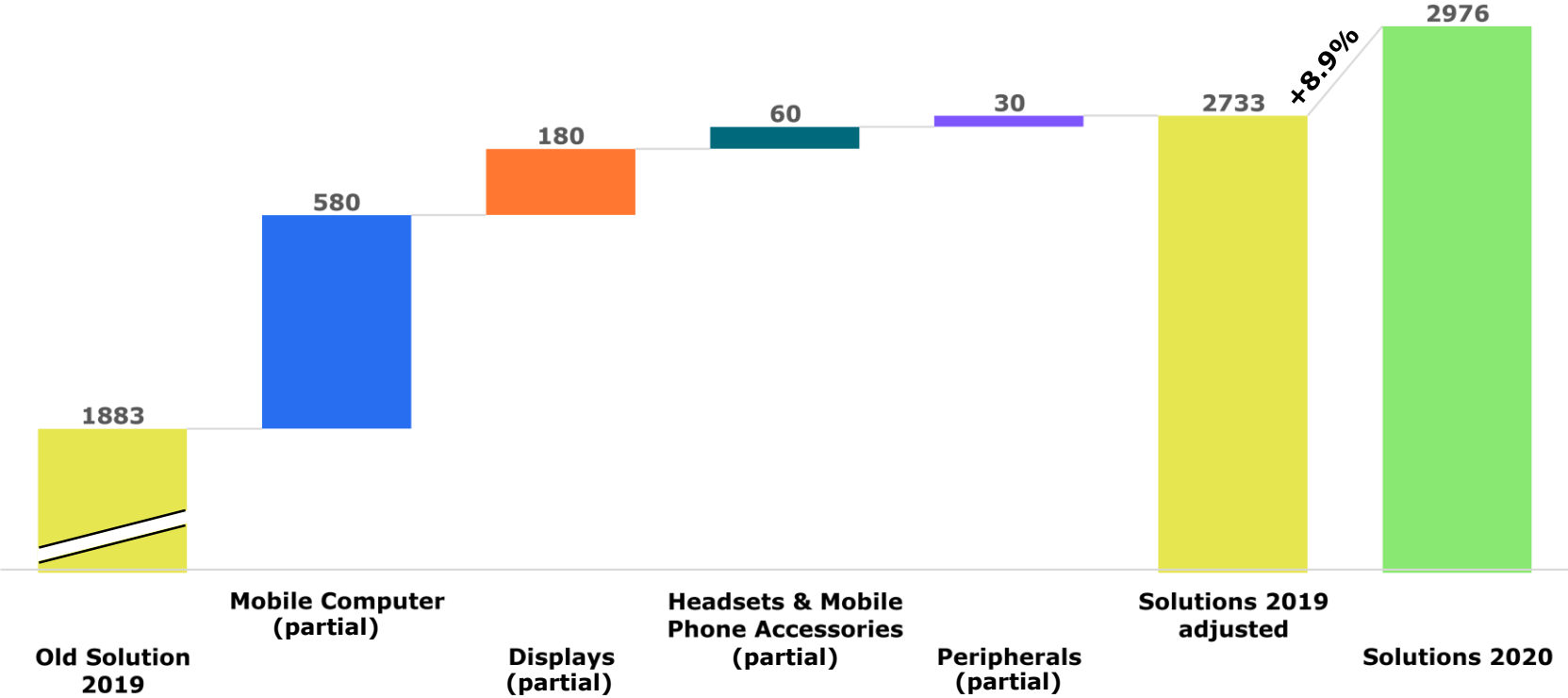
Asset utilization rate and Total asset to equity ratio are set as constants
Representative visualization

MONITORING THE NEW AND THE NEXT NORMAL

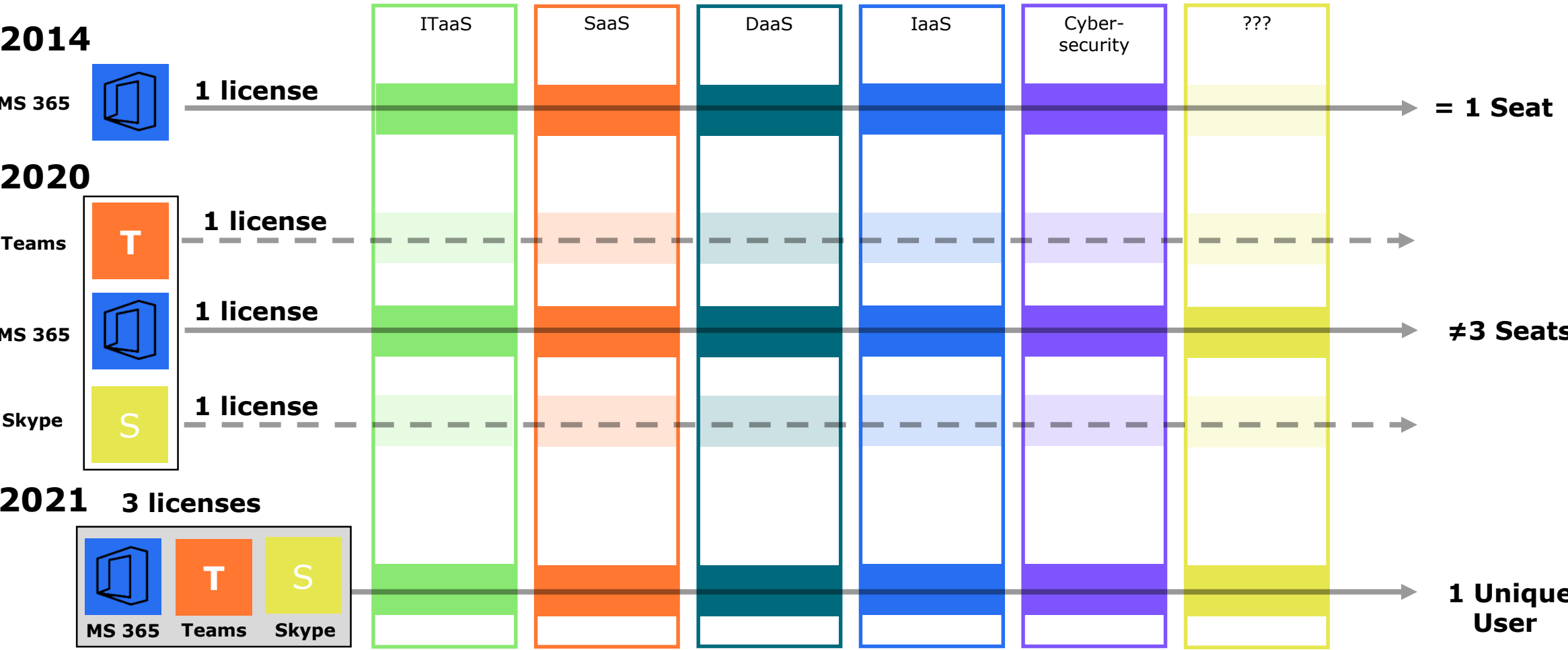


NEW MEASUREMENT FOR SOLUTIONS

Solutions for remote communication, education and work



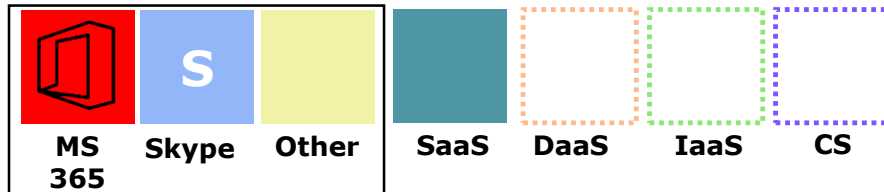
FROM SEAT TO UNIQUE USER



MONETIZATION POTENTIAL UNIQUE USERS

2017

**Seats
75 m**



**Business seat, ALSO countries
Ø 5000 € monetization potential
as-a-Service**

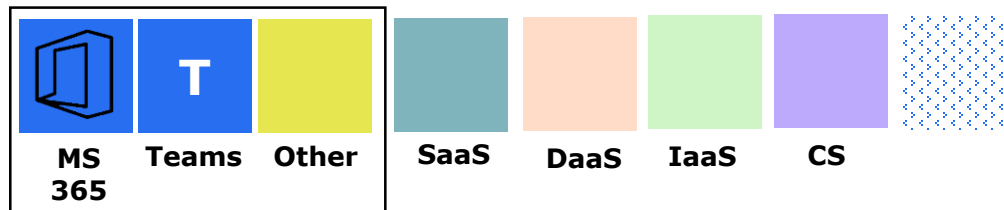
2021

**Unique
Users
100 m**



**Business, incl. new ALSO countries
Ø 5000 € monetization potential
as-a-Service**

**Unique
Users
50 m**



**Educational
Licenses free, but still monetization
potential**

CLOUD DEVELOPMENT

Paid Seats in m

	2019	2020	Change
Total	3.8	7.4	+94.7%
ALSO	1.9	4.4	131.6%
Platform as-a-Service	1.9	3.0	57.9%

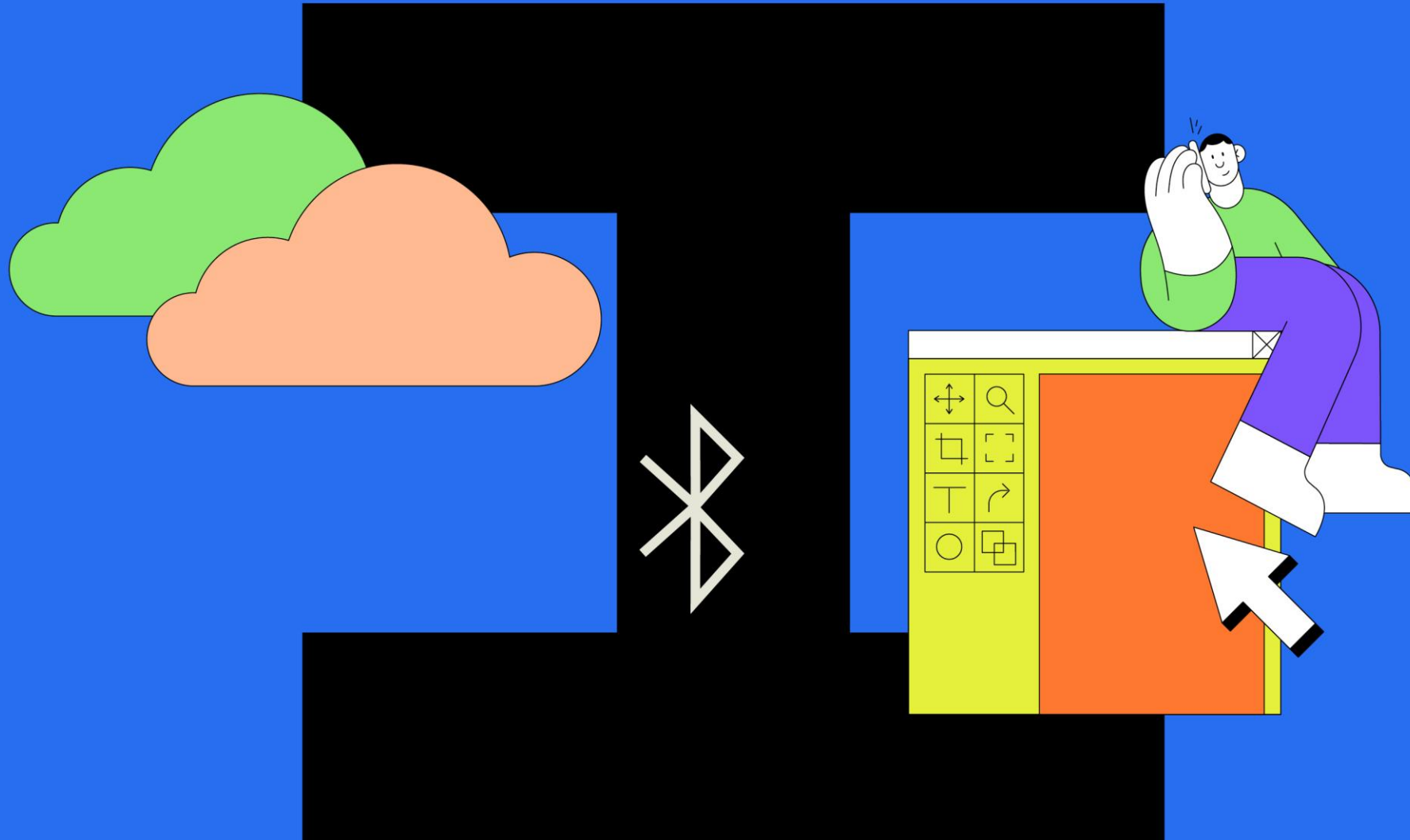
Paid Unique Users in m

	2019	2020	Change
Total	3.0	3.9	+31.7%
ALSO	1.8	2.3	+27.6%
Platform as-a-Service	1.2	1.6	+37.9%

Net Sales in m €

2019	2020	Change
217	300	+38.2%

INTEGRATION AND SCALABILITY

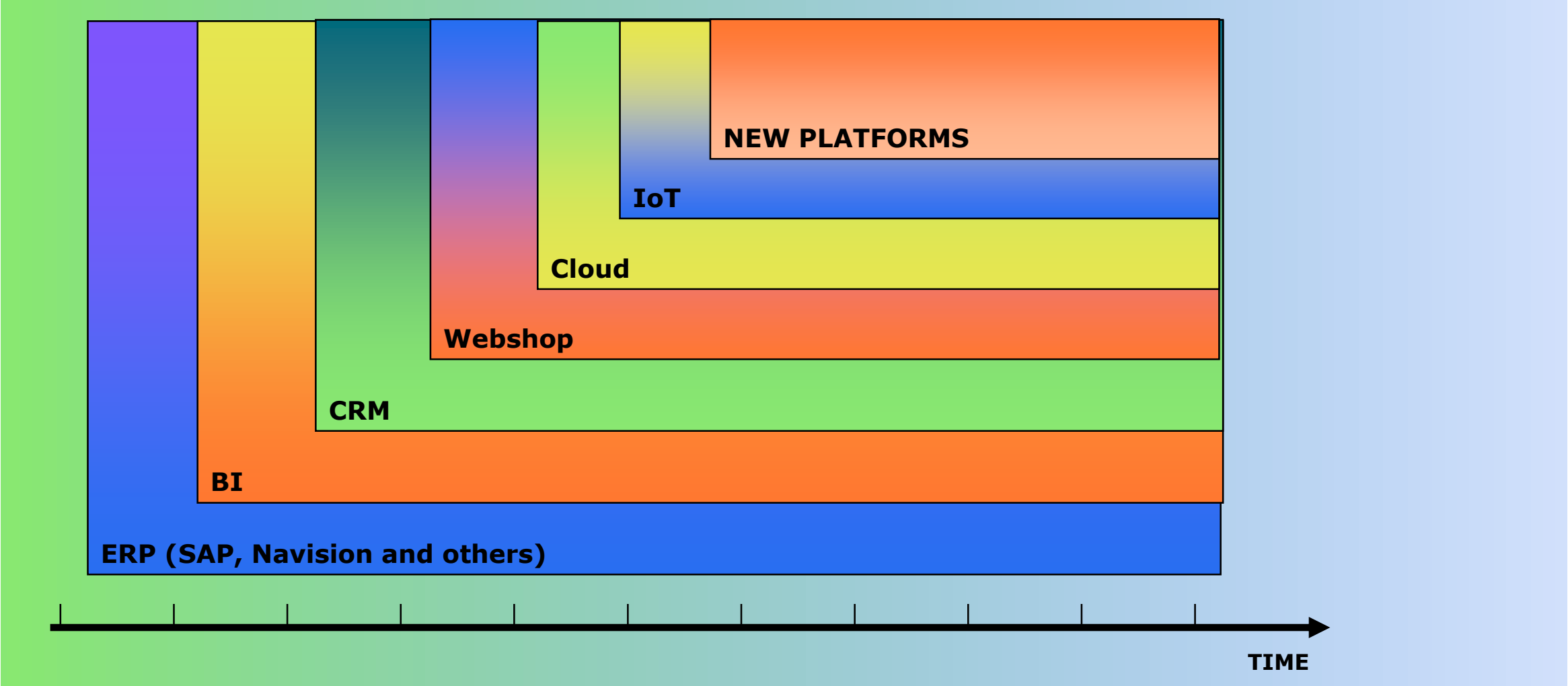


TRACK RECORD INTEGRATION

	Supply	Solutions	Service
2020		IT infrastructure; AT	
2019	IT; HR IT; PL, CZ, SK, HU, LT, RO	IT and IT infrastructure; BG	IoT; BE
2018	IT and IT infrastructure; SI	IT infrastructure; FR	Vendor service; UA, BY, LT
2017	IT; BE, NL	IT infrastructure; FR IT infrastructure; FI	
2016			Circular economy; CH
2015	IT; PL		
2014	IT; NL		Cloud; FI Logistics services; DE
2013			POSA, ESD; NL Circular economy and IT services; DE
2012		Presentation technology; DE	Managed services; CH
2011			Managed services; DE

Revenue Growth ~90% since 2012
Contribution of Acquisitions to total Net Sales: ~25%

SCALABLE DIGITAL TOOLS



INTEGRATION

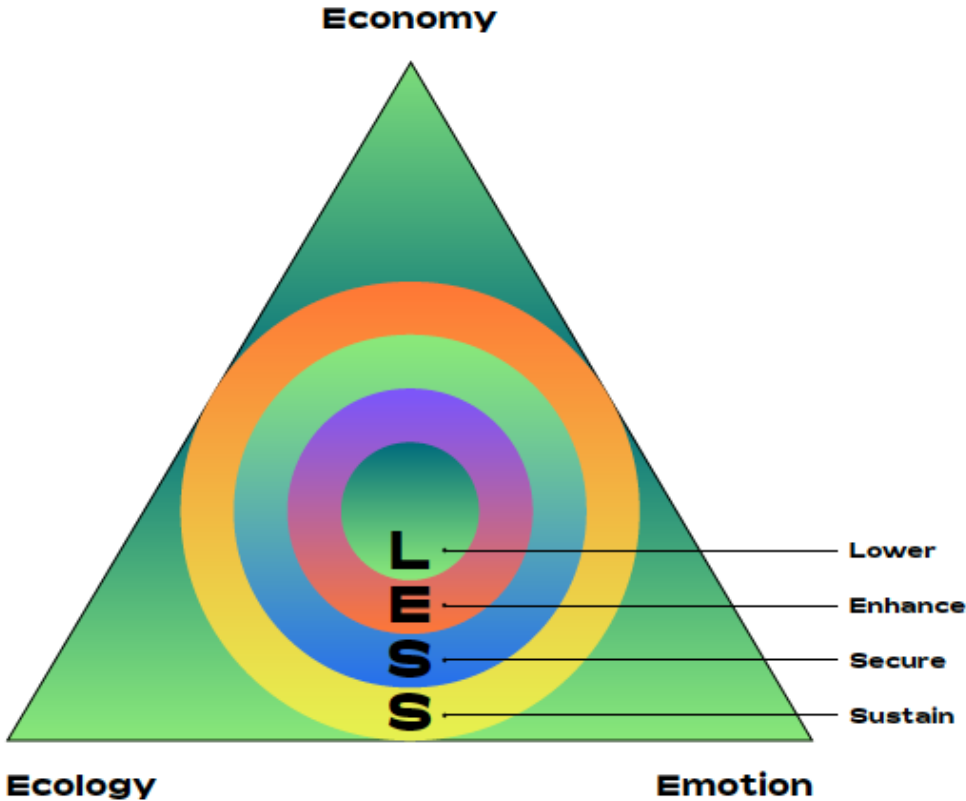
WIP= work in progress | ● = not applicable

	Systems			Platforms				Process harmonisation		NWC
	ERP	BI	CRM	Webshop	ACMP	IoT	Virtualisation	Automatisation	CoC	
IT infrastructure; AT	WIP	WIP	WIP	WIP	WIP	WIP	WIP	✓	✓	✓
IT & IT infrastructure; BG	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IT; PL, CZ, SK, HU, LT, RO	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IoT; BE	✓	●	●	✓	●	●	●	✓	✓	WIP
IT; HR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Vendor Service; UA, BY, LT	✓	✓	WIP	●	●	●	●	✓	✓	✓
IT & IT infrastructure; SI	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IT infrastructure; FR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IT; BE, NL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IT infrastructure; FI	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IT infrastructure; FR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Circular economy; CH	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IT; PL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Logistics Services; DE	✓	✓	✓	✓	●	●	●	●	●	●
IT; NL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cloud; FI	✓	✓	✓	●	●	●	●	✓	✓	●
Circular economy and IT services; DE	✓	✓	✓	●	●	●	●	✓	✓	✓
POSA and ESD; NL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Managed Services; CH	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Presentation technology; DE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Managed Services; DE	✓	✓	✓	●	●	●	✓	✓	✓	✓

SUSTAINABLE GROWTH



ESG



OUTLOOK

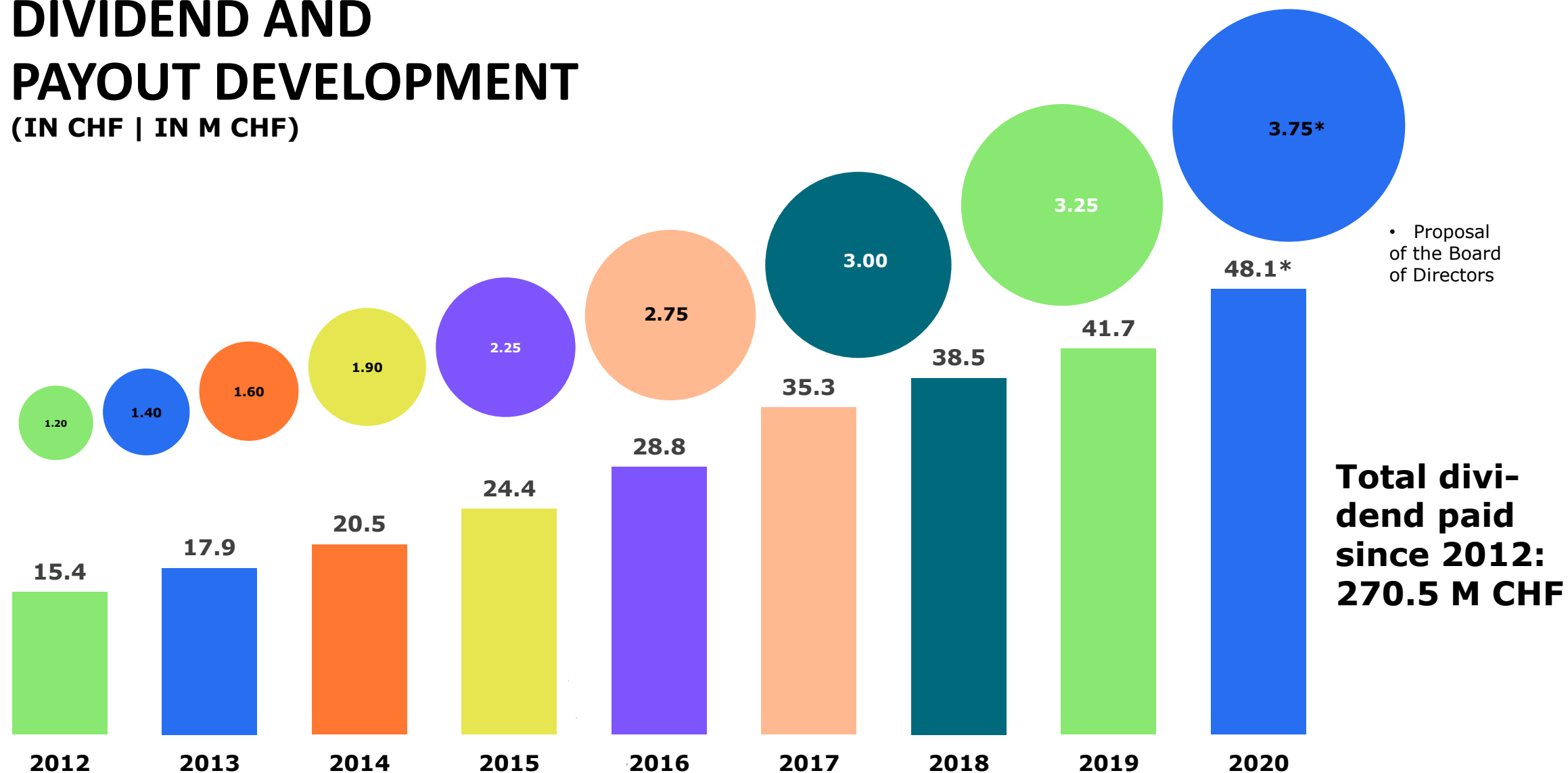


NEW2NEXT

	NEW	NEXT
M AINTAIL	Supply Chain Buyer & Vendor Mix Organisation	Remote Technologies Human Resources Virtual Innovation
O PTIMIZE	Workflows Processes Ecosystem	Remote work Flexibility Scalability
R EINVENT	Meetings Fairs Audits	Business Monitoring Virtual Sales Virtual Business Models
E NHANCE	Digital Platforms Ecosystems	Digital Platforms Ecosystems

DIVIDEND AND PAYOUT DEVELOPMENT

(IN CHF | IN M CHF)



NEXT TARGETS

Target 2021

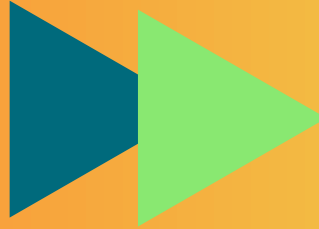
EBITDA

240–255 m €

ROCE

15–20 %

Subject to acquisitions



Midterm Target

EBITDA

280–350 m €

ROCE

>20 % organic

>15 % with acquisitions