

HIGH POTEN TIAL

ALSO 

INVESTOR'S DAY

19 November 2019

**BUSINESS MODEL
& GROWTH DRIVER**

MORE – ALSO'S SUSTAINABLE AND PROFITABLE GROWTH STRATEGY

The introduction of MORE in 2012 laid the foundation for the steady and sustainable development

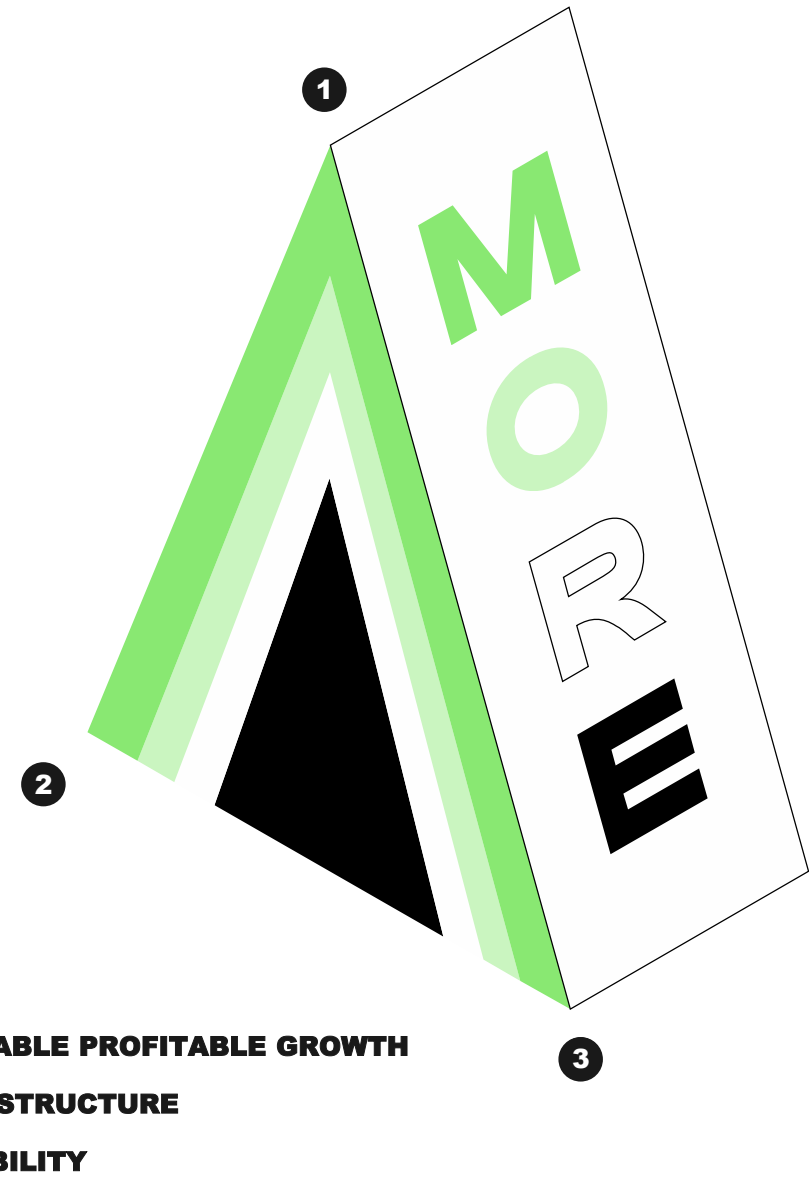
MAINTEIN

OPTIMIZE

REINVENT

ENHANCE

ALSO attains growth that takes into account the capital structure and profitability of the company. These cornerstones define the conflicting priorities of our activities, and every decision is made on this basis



THE 3 BUSINESS MODELS

	REVENUE TYPE	VOLUME	MARGIN	CUSTOMER RETENTION
SUPPLY	Mainly transactional			
SOLUTIONS	Mainly transactional			
AS-A-SERVICE	Mainly recurring			

MEASURES TO INCREASE VALUE 2012 – 2019

ALSO BECOMING A TECHNOLOGY PROVIDER



MAINTAIN		Business ALSO, Actebis and Acquisitions
OPTIMIZE	SUPPLY	Organic growth
	PROFITABILITY LEVERS	Business Model Mix, Customer Mix, Vendor Mix, Product Category Mix, Operational Excellence
	IT SYSTEMS	Harmonizing ERP (14 SAP introductions), BI, CRM, Web shop
	PROGRAMS	POP, PIP, KISS, NWC, COC, Transformation
REINVENT	SOLUTIONS/SERVICES	Development
	PLATFORMS	ACMP, IoT, Security, Streaming
ENHANCE	ACQUISITIONS	Business models and regions (20 acquisitions in 16 countries and integration)

FURTHER GROWTH DRIVERS

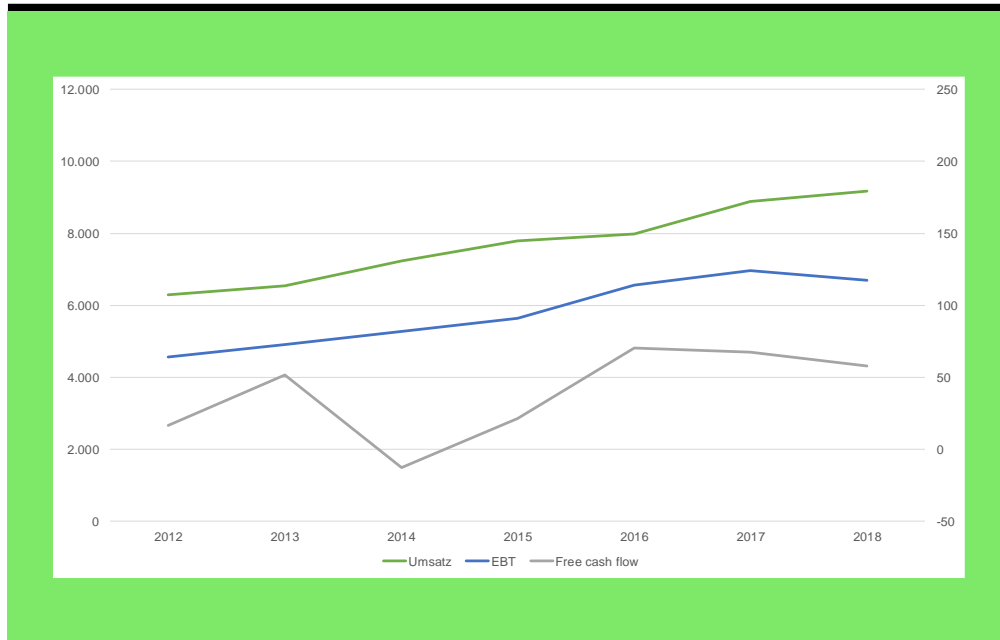
MEASURES 5 YEARS

MAINTAIN	Customers, manufacturers, credit lines	
OPTIMIZE	Organic growth	▶ Transactional
		▶ Consumptional
REINVENT	Expanding platforms	▶ IoT
		▶ Security
		▶ Streaming
ENHANCE	Regional expansion Eastern Europe	
	New acquisitions	

▶ MEASURES DEFINED FOR VALUE INCREASE

TRACK RECORD & OUTLOOK

TURNOVER, EBT, CASH IN MIO. €

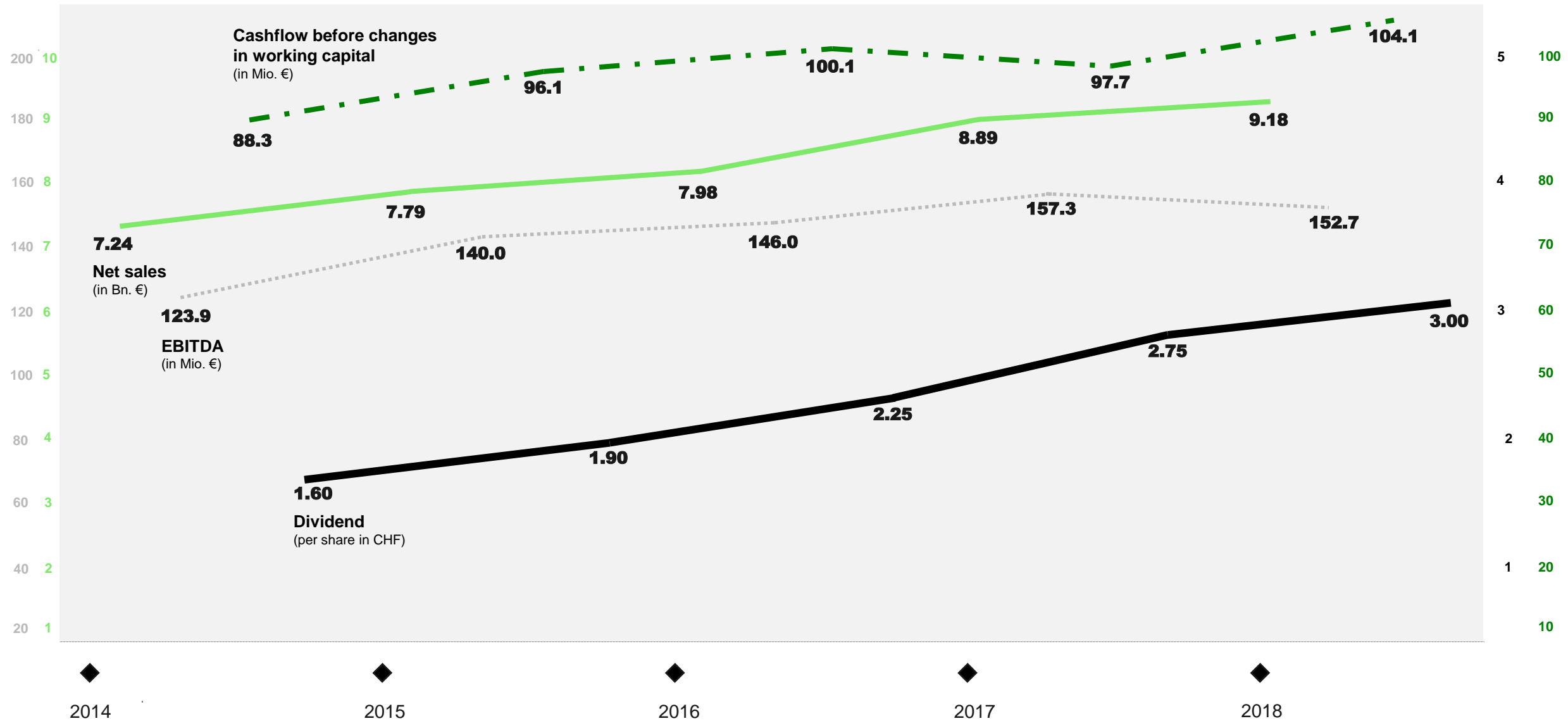


SHARE PRICE, INDICES



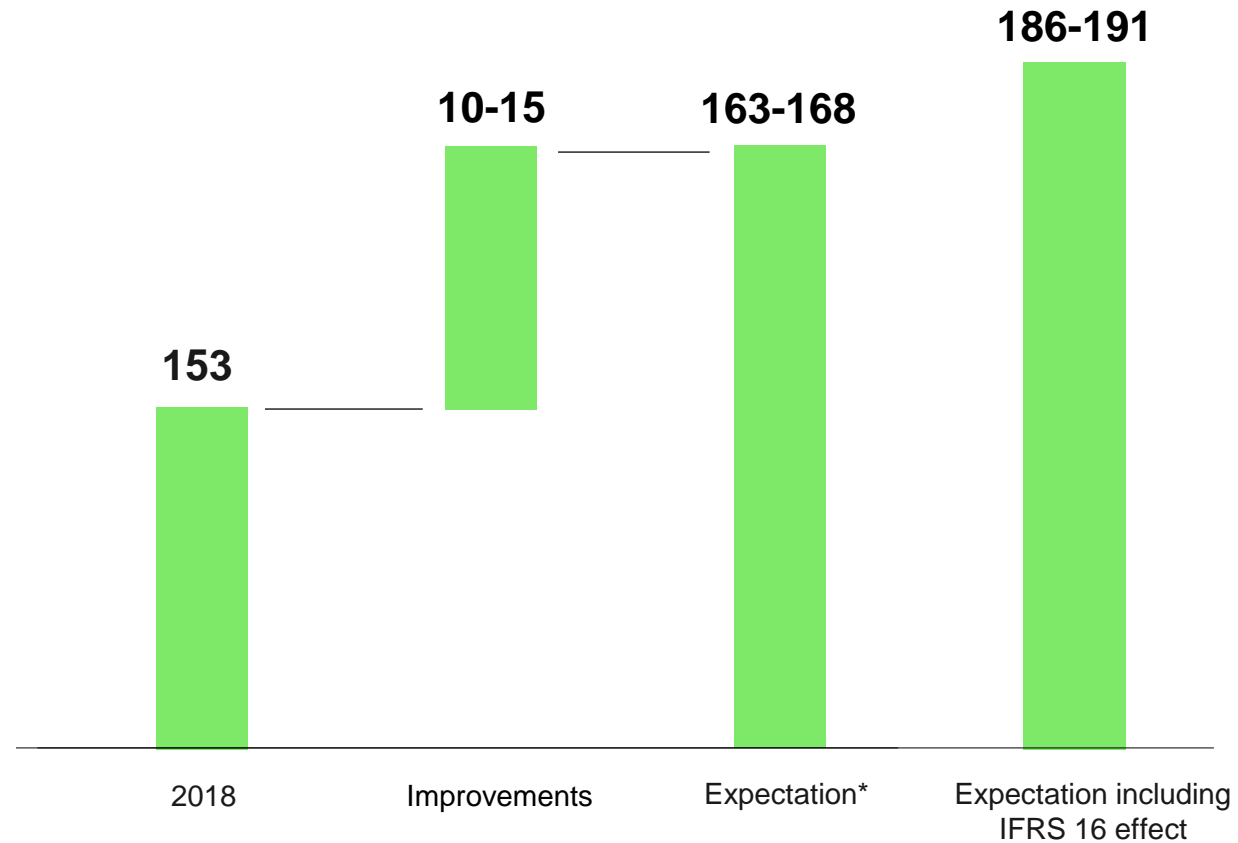
- ▶ **SHAREHOLDERS WERE PAID A TOTAL OF € 133 MILLION IN DIVIDENDS FROM 2012 TO 2018**
- ▶ **PERFORMANCE OF ALSO ABOVE MARKET LEVEL**
- ▶ **€ 1.2 BILLION ADDITIONAL MARKET CAPITALIZATION IN 8 YEARS (UNTIL 10/2019)**

STRONG TRACK RECORD – ALSO KPIs



EXPECTATIONS 2019

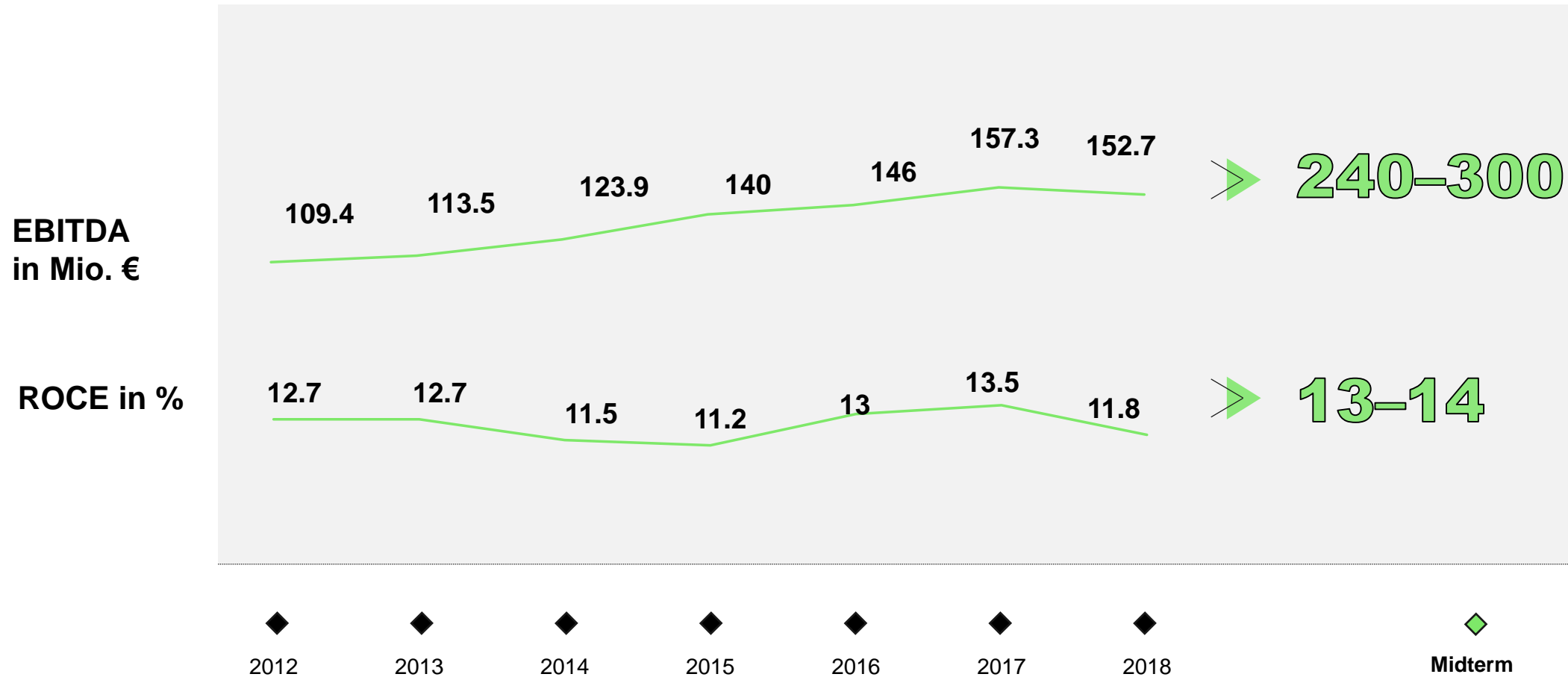
EBITDA IMPROVEMENT 10–15 MIO. €



* Before Adaption of IFRS 16 (Leasing)

► OVER HALF OF TARGET ACHIEVED DUE TO ACCELERATED TRANSFORMATION

MIDTERM OUTLOOK



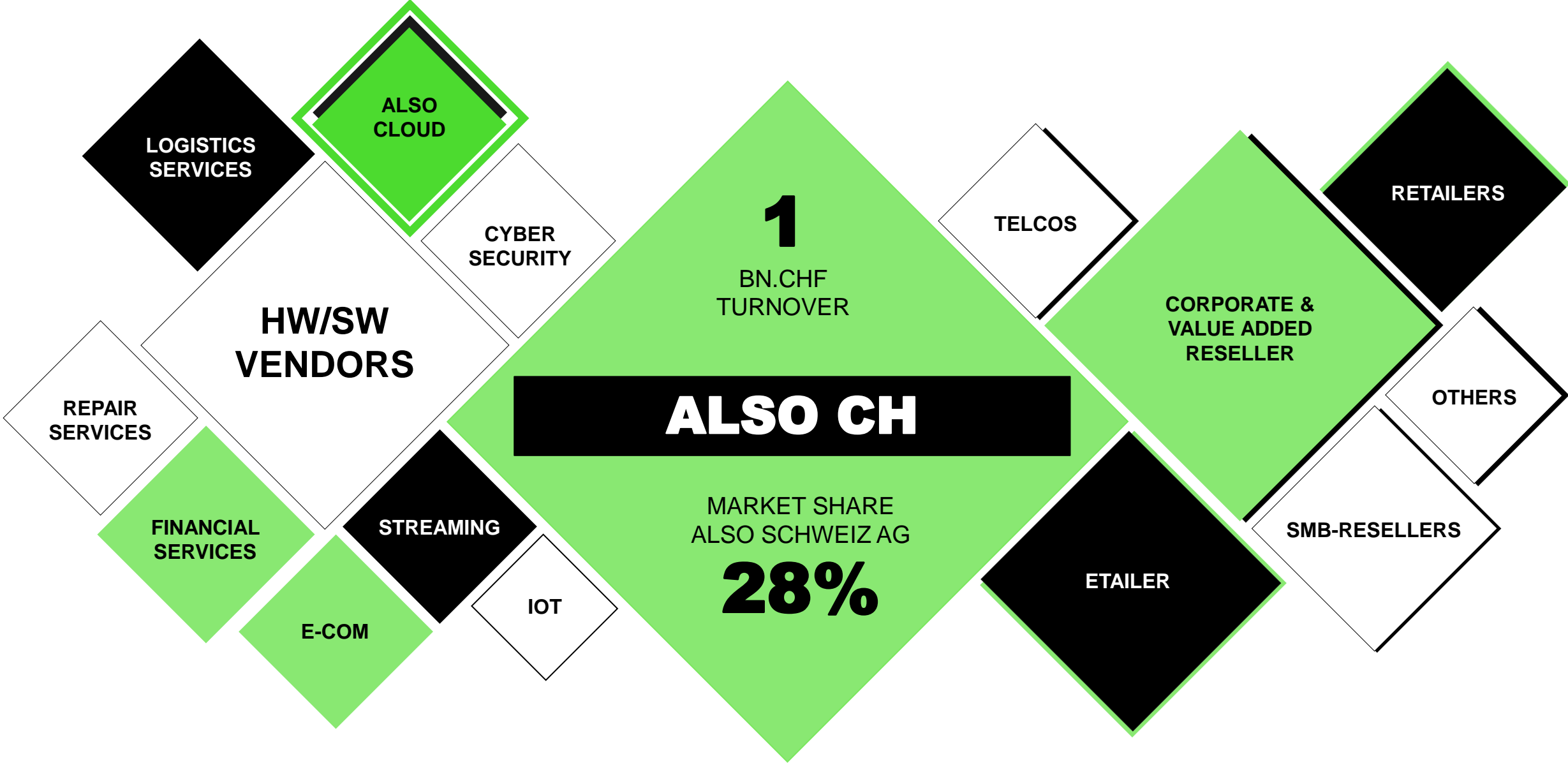
► CLEAR FOCUS ON DELIVERING OPERATING AND FINANCIAL RESULTS

GROWTH

DRIVERS

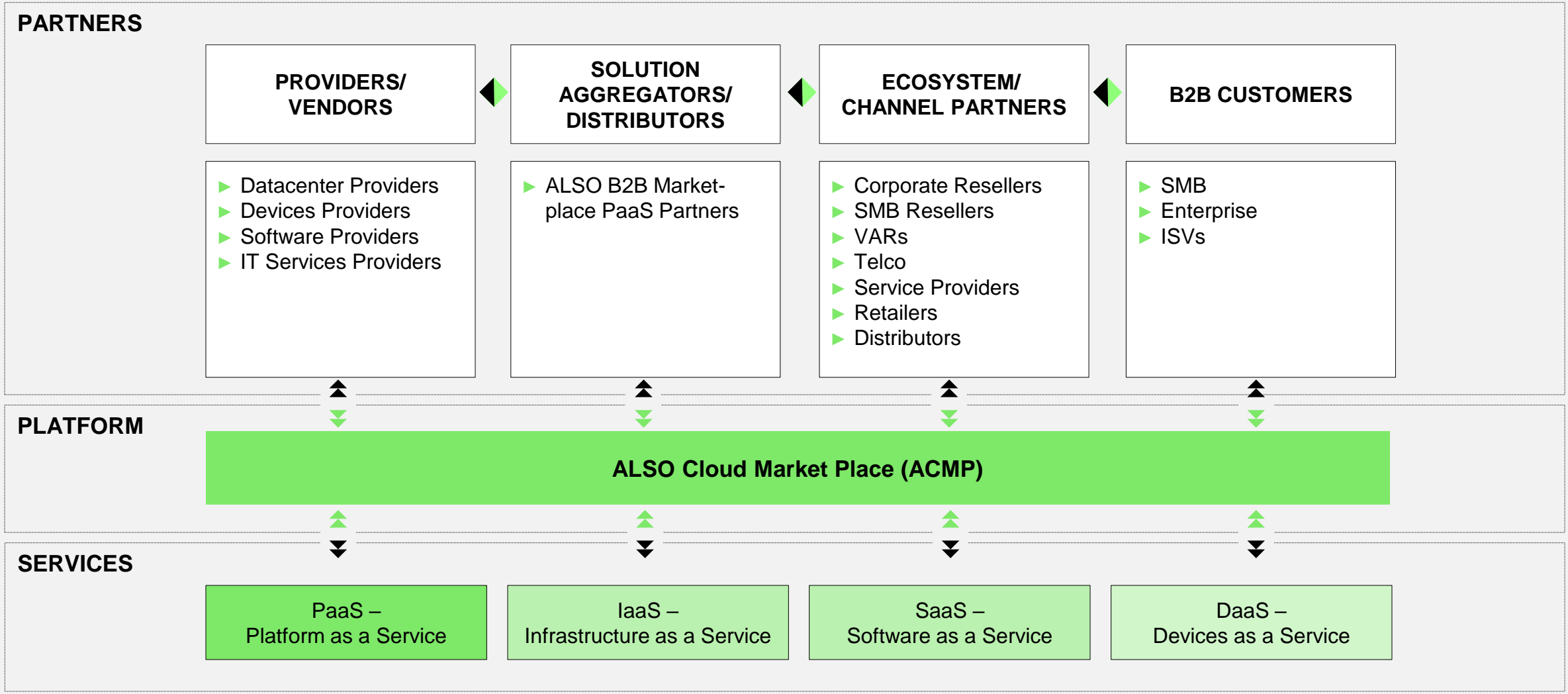
CLOUD

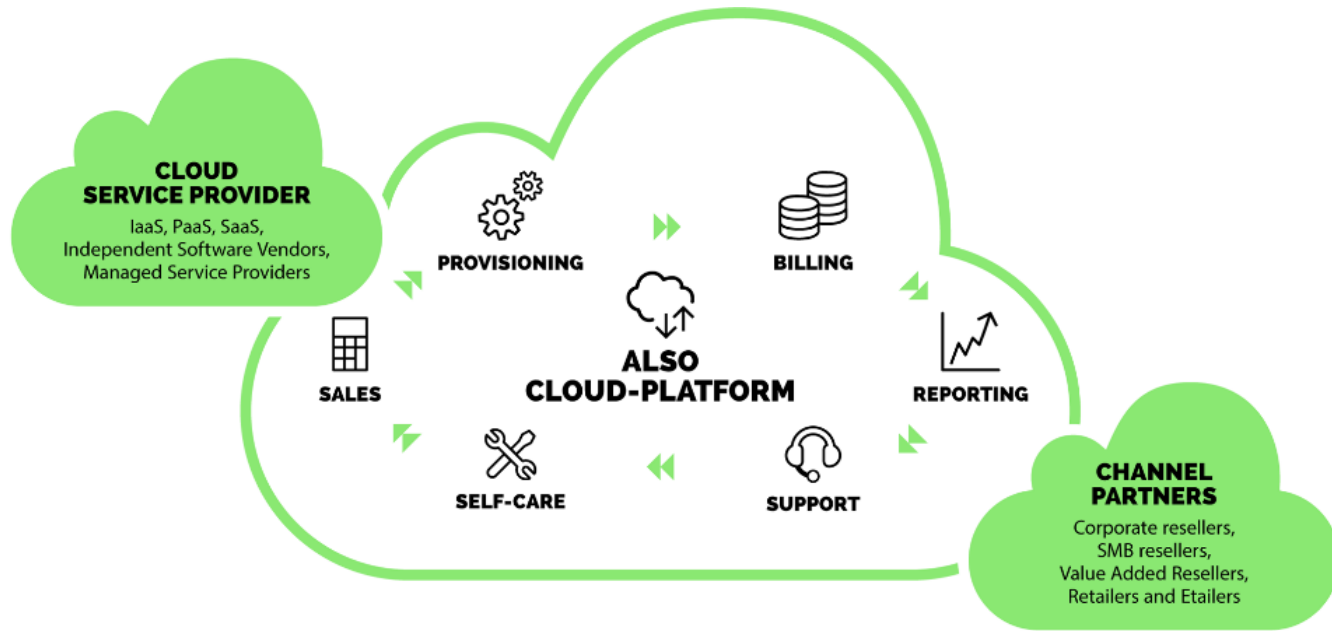
ALSO CH – ECOSYSTEM



ALSO CLOUD MARKETPLACE ECOSYSTEM

STRUCTURE AND COMPONENTS





Characteristics

1. Simple User Management
2. Automatized settlement of invoices
3. Unique detailed reporting
4. White label marketplace possible
5. Offer up to and including hardware workplaces

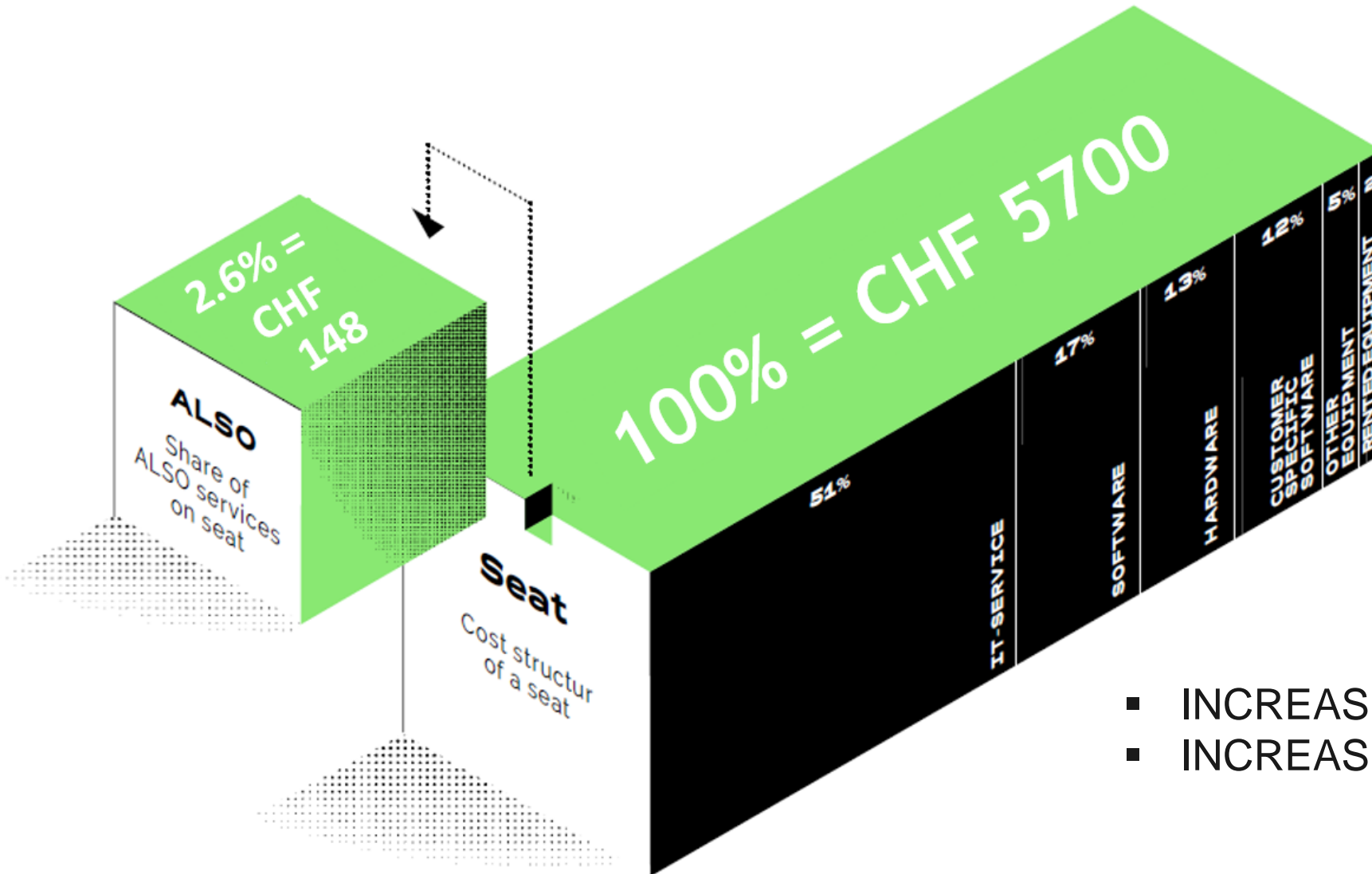
Thanks to the superiority of the ACMP we were able to win over 1 000 channel partner as «... as a Service» clients in a short time

By our own efforts, only in CH, impossible!

Development HY 2019

▶ Seats: +50%

MONETIZATION OF THE CH CLOUD MARKET



- INCREASE NUMBER OF SEATS
- INCREASE REVENUE PER SEAT

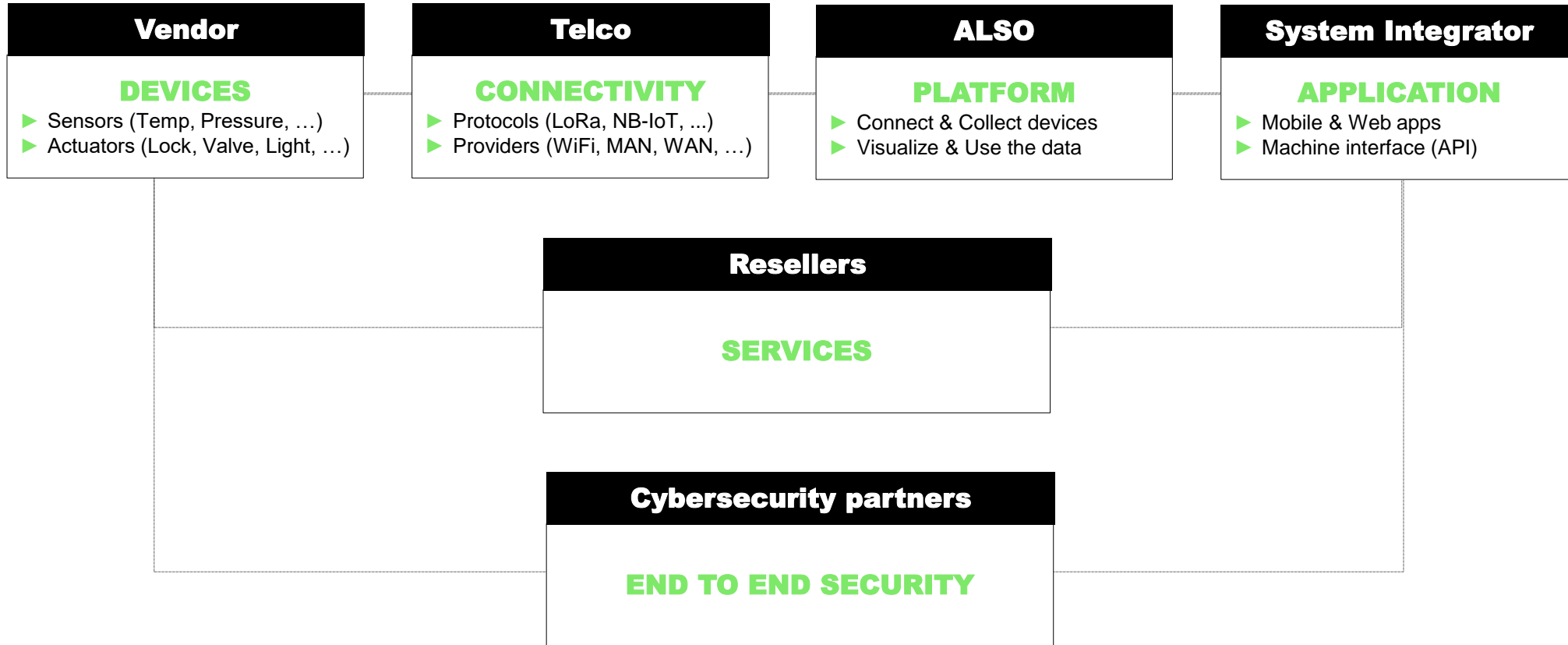
GROWTH

DRIVERS

IOT

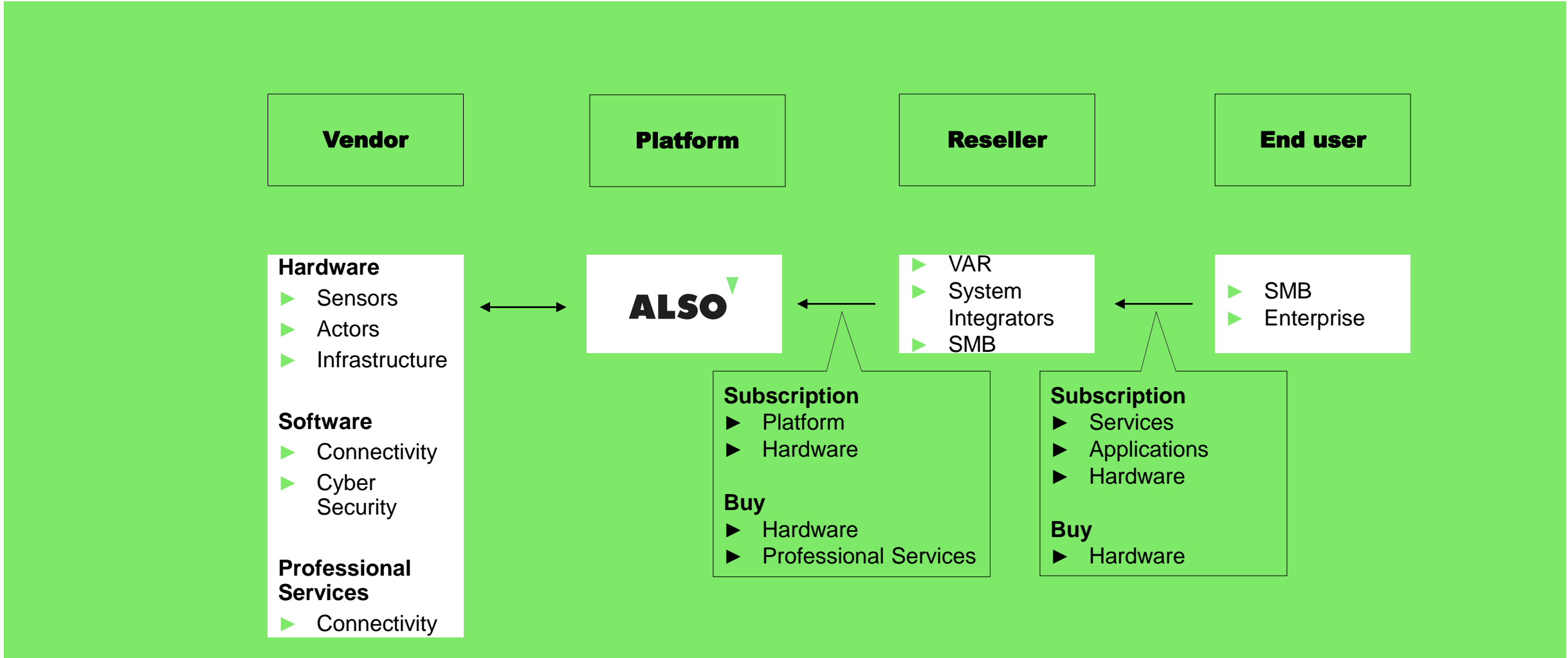
IOT ECOSYSTEM

STRUCTURE AND COMPONENTS



▶ MONETIZE IOT ECOSYSTEM COMPONENTS – EXPAND PLATFORM CAPABILITIES

IOT MONETIZATION OPTIONS

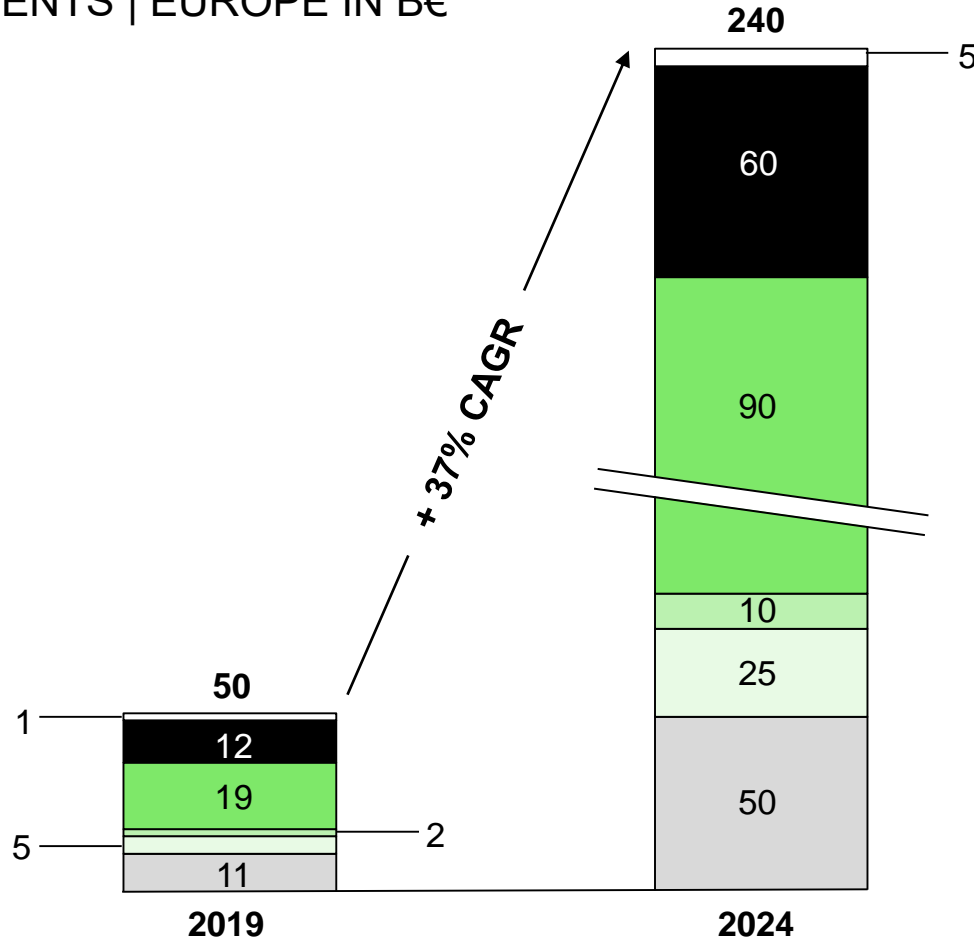


▶ IOT PLATFORM OFFERS MULTIPLE MONETIZATION OPTIONS – EXPLOIT MARKET GROWTH

MARKET DEVELOPMENT

TOTAL ADDRESSABLE MARKET (TAM) IOT BY ECOSYSTEM COMPONENTS | EUROPE IN B€

- Cyber Security
- Services
- Applications
- Platform
- Connectivity
- Devices



MONETIZATION FOCUS

Growth phases

- ▶ Prototyping
- ▶ Solution applications
- ▶ Data monetization

Resellers

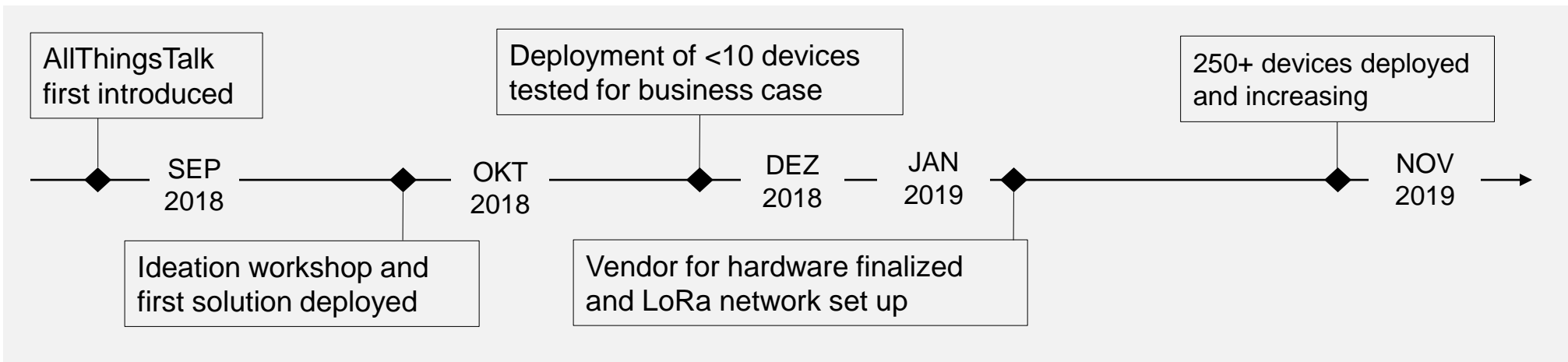
- ▶ Telco Operators
- ▶ System Integrators
- ▶ PaaS Partners

▶ TAM GROWS BY 37% EACH YEAR UNTIL 2024 – MONETIZATION OPPORTUNITIES IN EACH ECOSYSTEM COMPONENT

REFERENCE CASE: PORT OF ANTWERP

RAPID DEPLOYMENT

PROBLEM	Port authorities do not know when lifebuoys are stolen/damaged; hence risk to life
SOLUTION	Get notified when lifebuoy is removed to redirect cameras to buoy's location



► **RAPID DEPLOYMENT AVAILABLE TODAY – NEXT: INTEGRATE ANALYTIC APPLICATIONS**

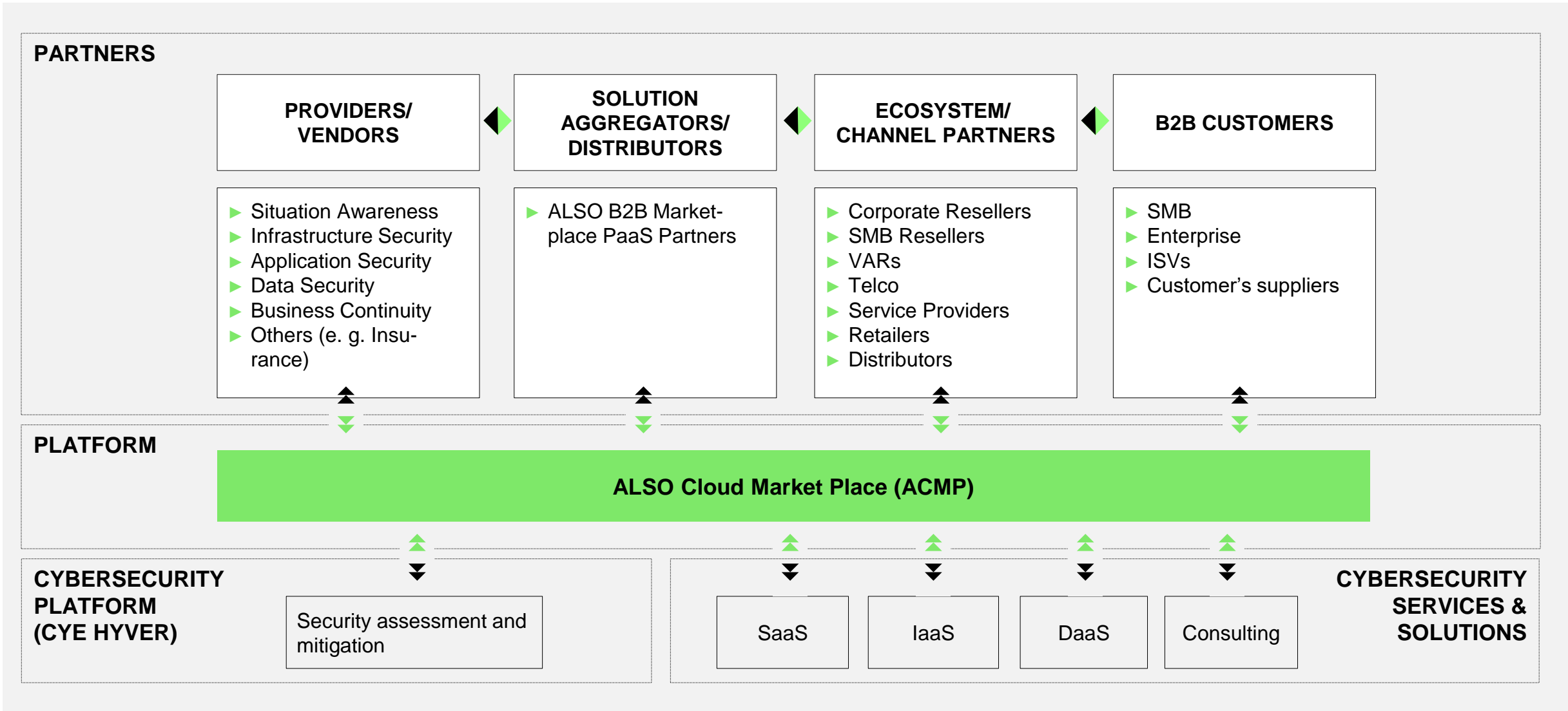
GROWTH

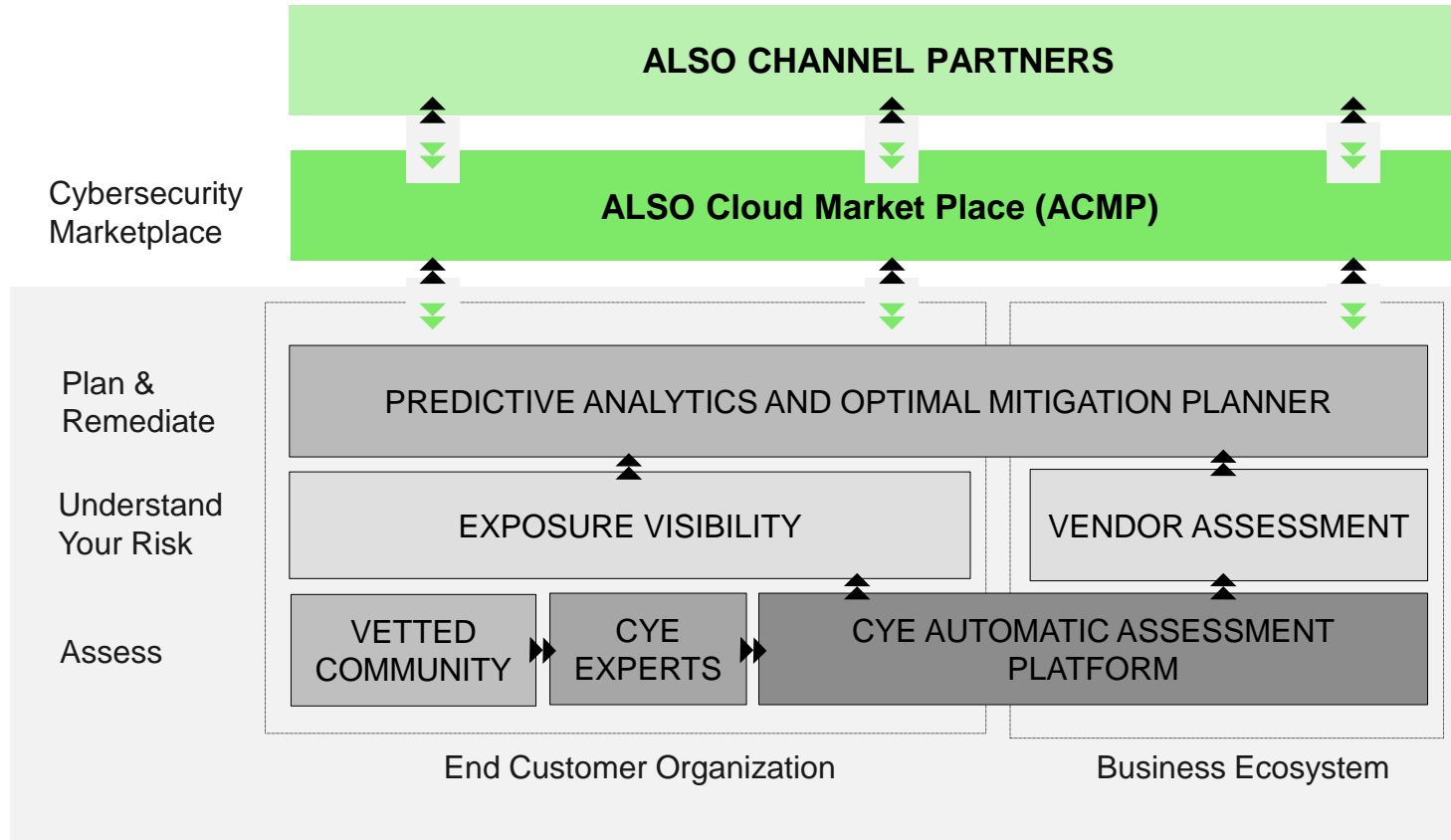
DRIVERS

CYBERSECURITY

CYBERSECURITY ECOSYSTEM

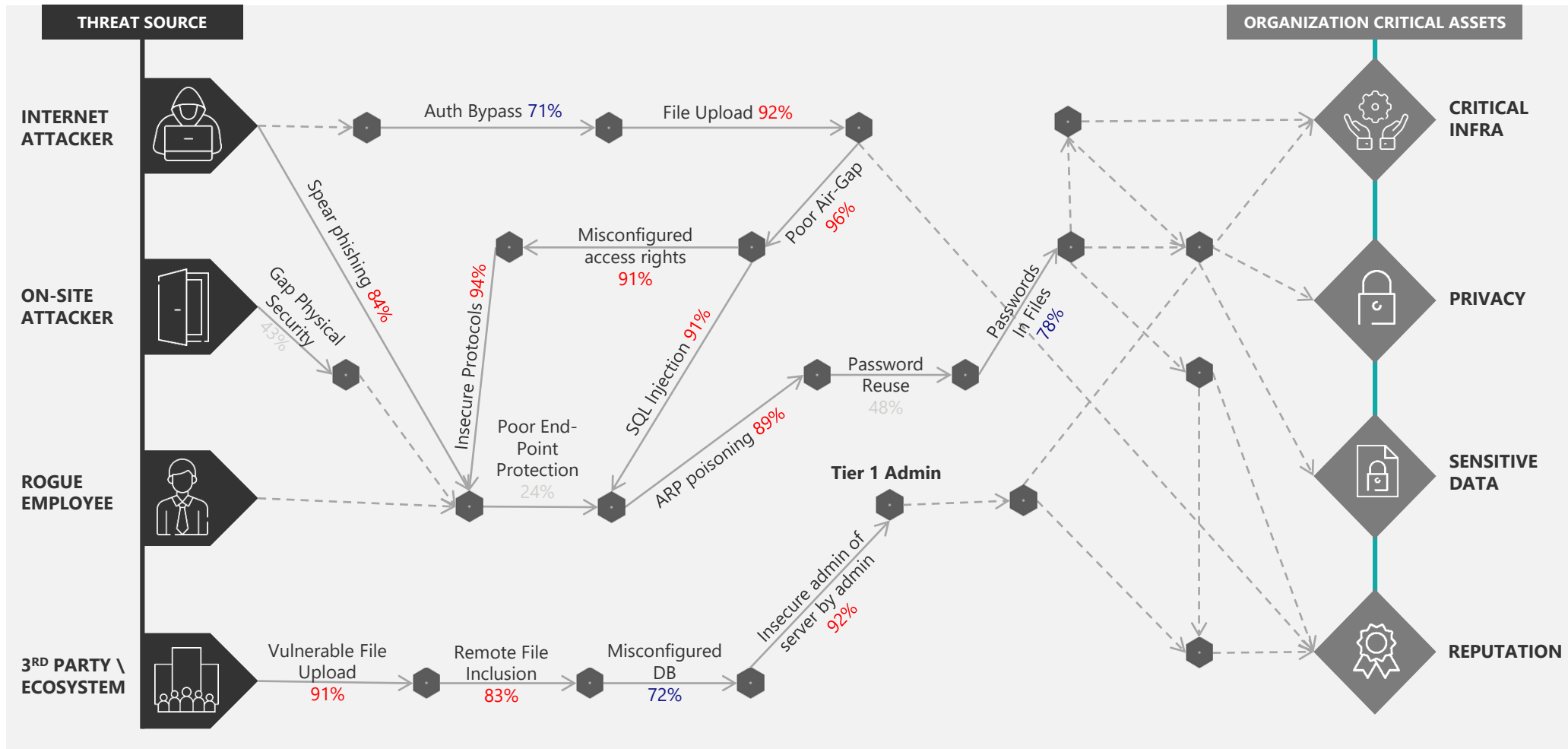
STRUCTURE AND COMPONENTS





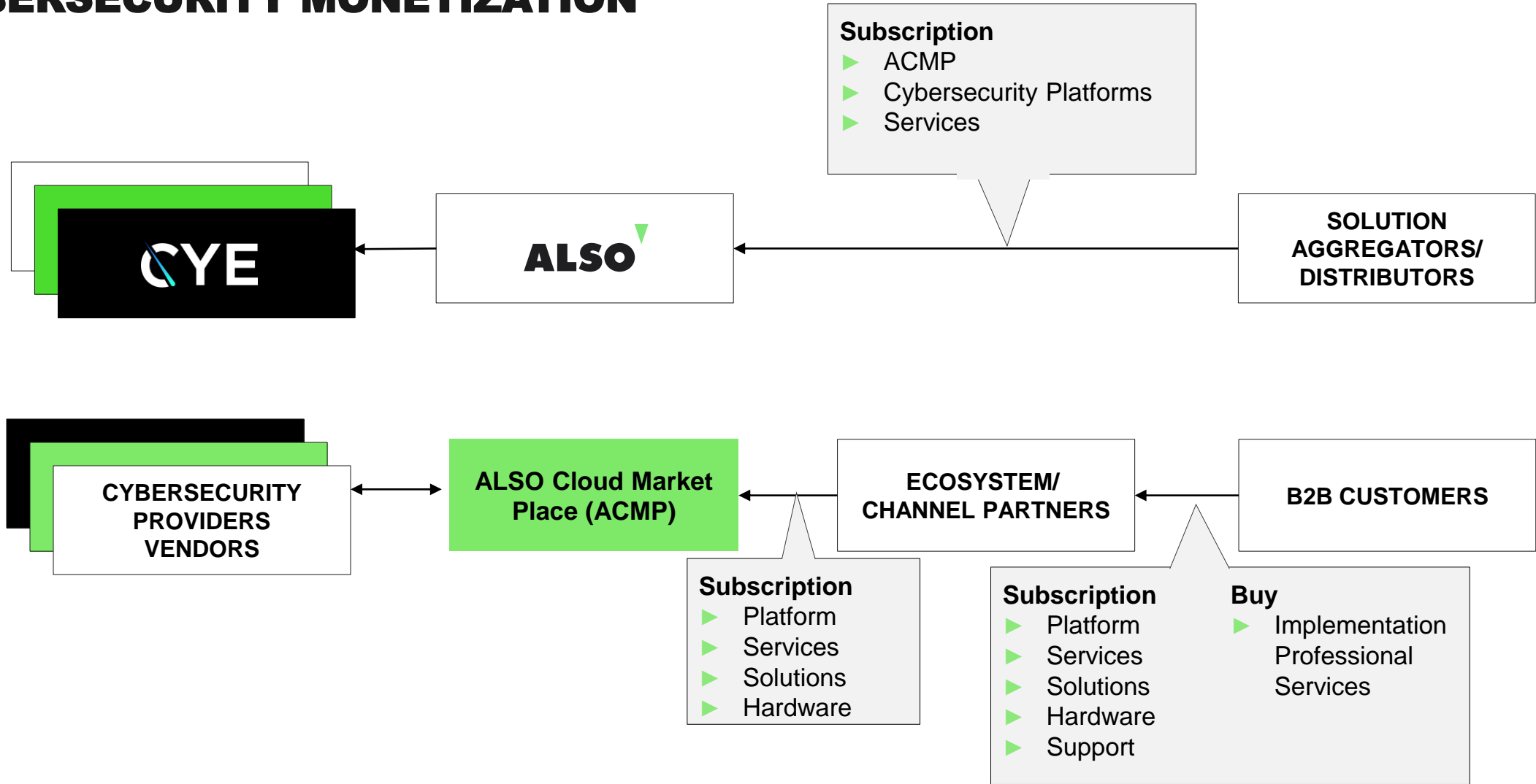
► **SOFTWARE BASED AUTOMATED SYSTEMATIC APPROACH TO CYBERSECURITY MONITIZATION THROUGH CHANNEL**

PLATFORM FEATURE EXAMPLE – ATTACK GRAPH ANALYSIS



► **PRIORITIZATION OF GAPS BASED ON MAX-FLOW MIN-CUT (TIME, COST)**

CYBERSECURITY MONETIZATION

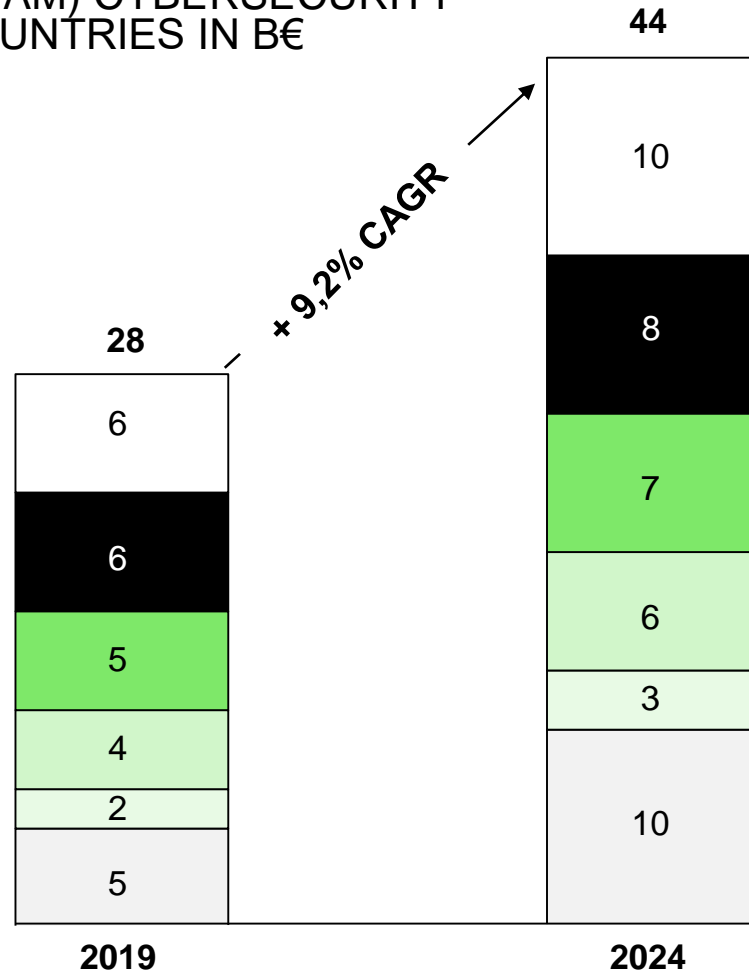


► MONETIZATION OF CYBERSECURITY THROUGH PLATFORMS AND B2B MARKETPLACE

MARKET DEVELOPMENT

TOTAL ADDRESSABLE MARKET (TAM) CYBERSECURITY BY MARKET SEGMENT | ALSO COUNTRIES IN B€

- Infrastructure Security
- Situation Awareness
- Application Security
- System Recovery & Data Cleansing
- Business Continuity
- Other (e.g. Insurance)



MONETIZATION FOCUS

Growth phases

- ▶ Security Assessment
- ▶ Remediation Design
- ▶ Mitigation Implementation
- ▶ Managed Services

Resellers

- ▶ Corporate/Value-added
- ▶ System Integrators
- ▶ PaaS Partners
- ▶ SMB

▶ TAM GROWS BY 55% UNTIL 2024 – MONETIZATION OPPORTUNITIES IN EACH SEGMENT

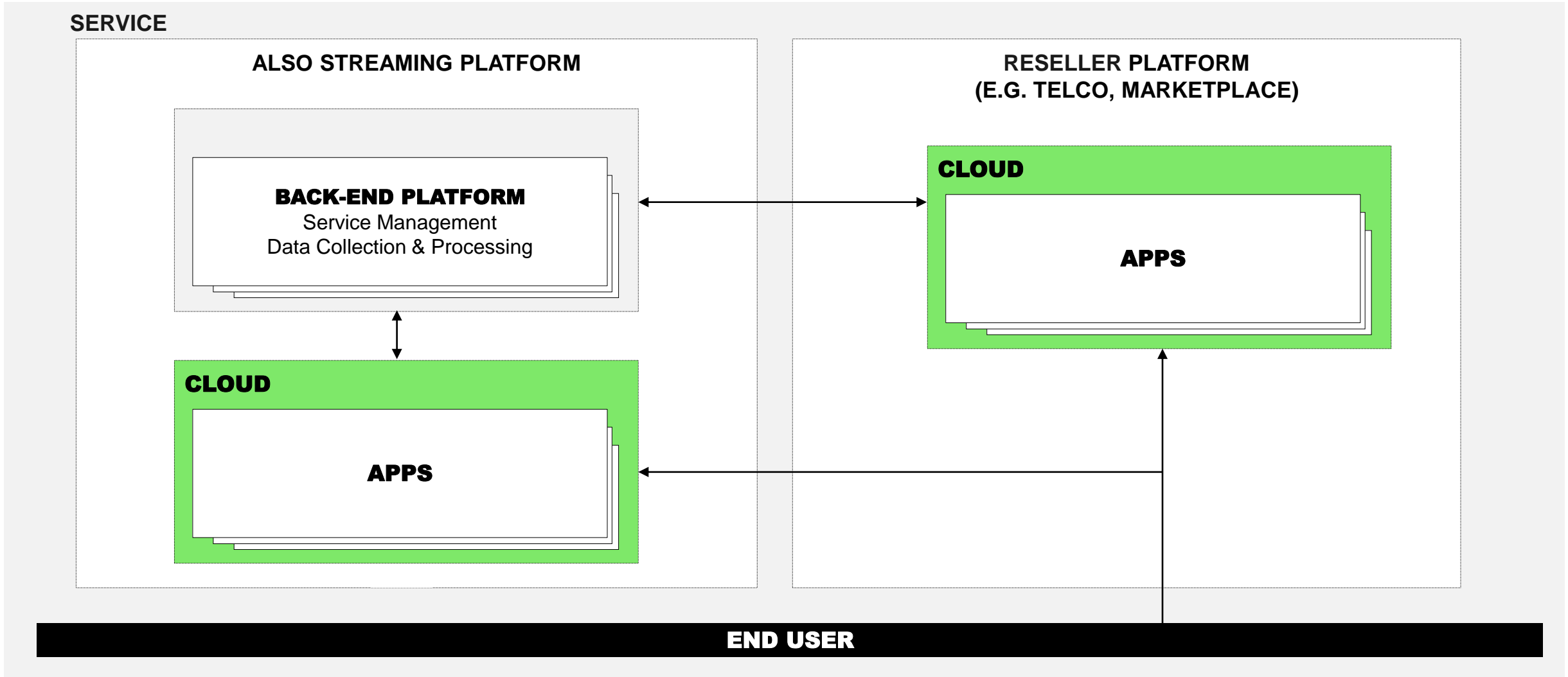
GROWTH

DRIVERS

STREAMING

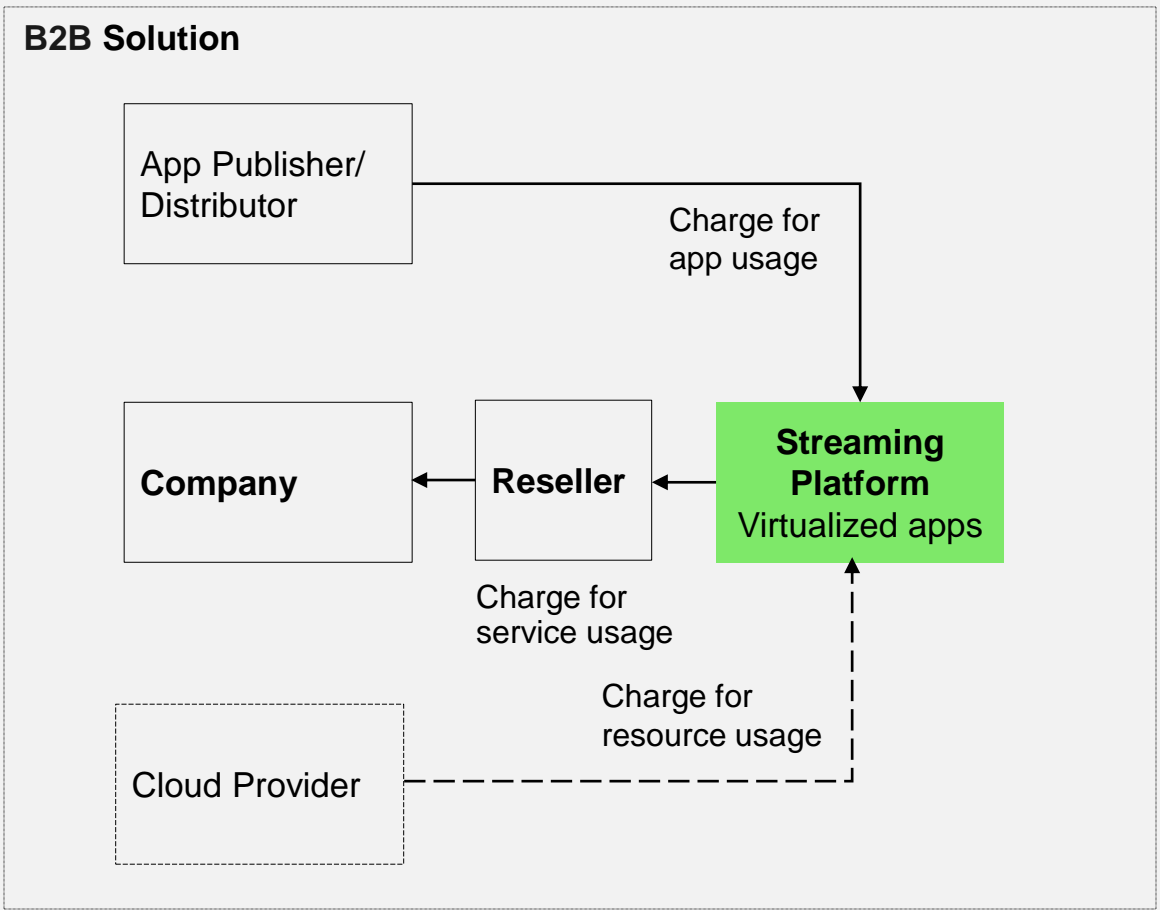
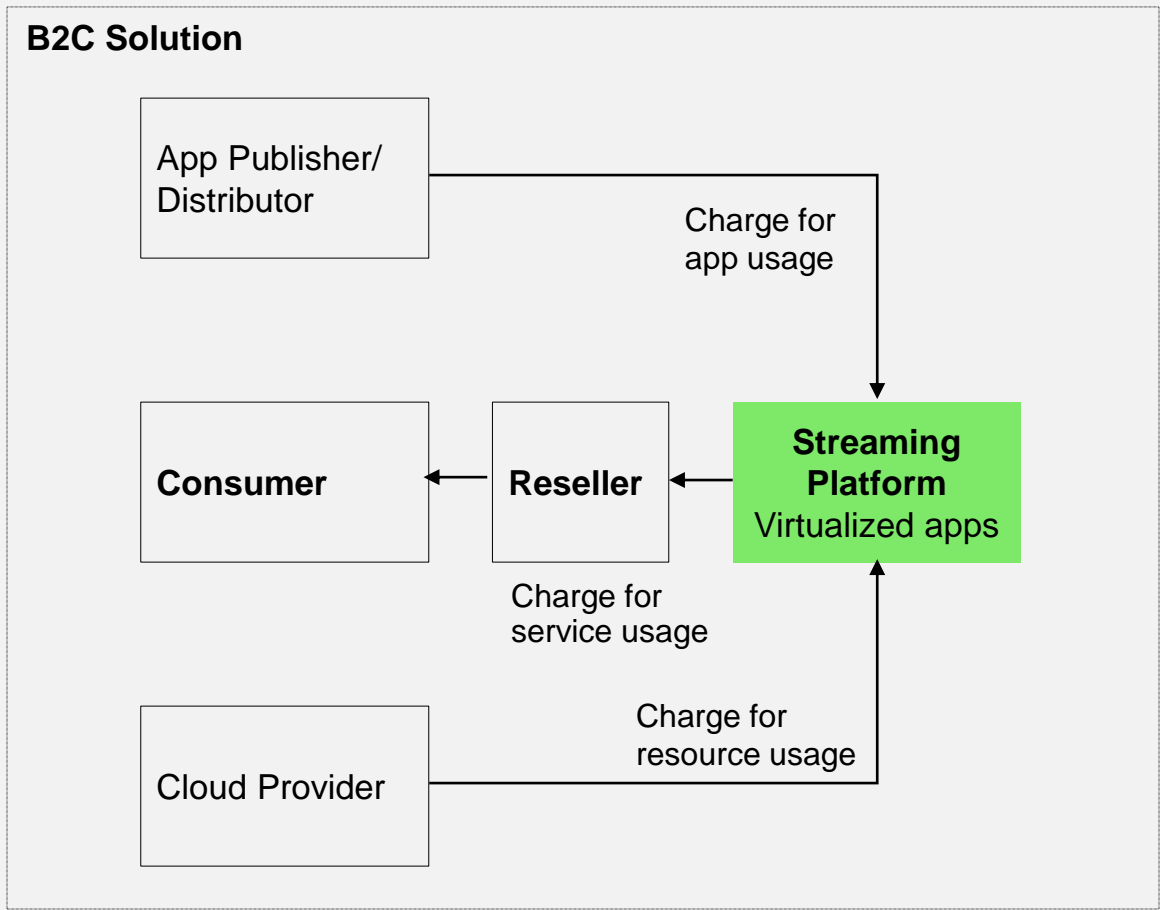
STREAMING ECOSYSTEM

STRUCTURE AND COMPONENTS



► MONETIZE STREAMING ECOSYSTEM – PROVIDERS, RESELLERS, END USERS

STREAMING MONETIZATION OPTIONS



► **ADDITIONAL REVENUES THROUGH ALL ECOSYSTEM PARTNERS**

REFERENCE CASE: TELECOMMUNICATION OPERATOR (TELCO)

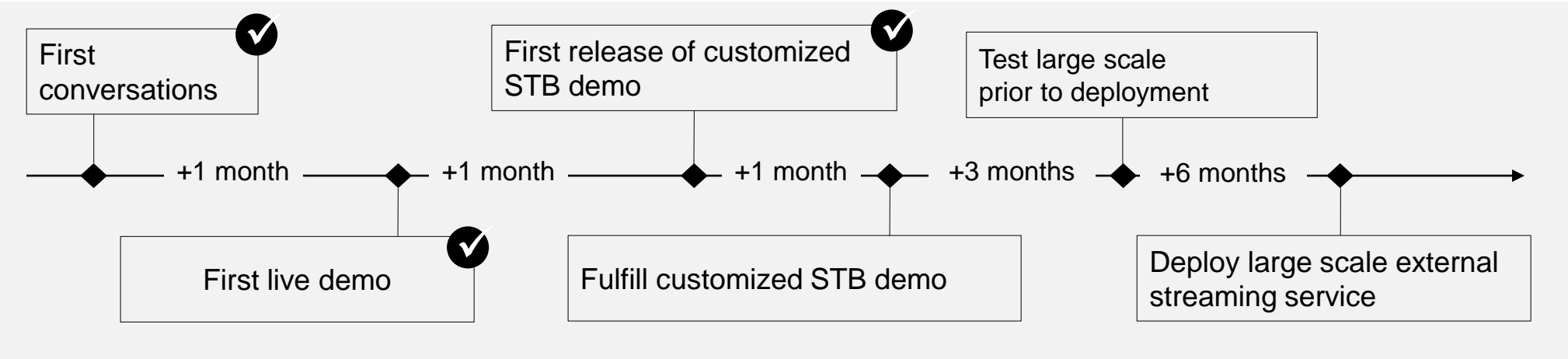
CUSTOMIZED DEPLOYMENT

EXAMPLE

PROBLEM The Telco is interested in providing Cloud Gaming (GaaS) to end users through an external service

SOLUTION

- ▶ Customizable end-to-end Cloud Gaming virtualization that covers Telco's requirements
- ▶ External streaming service via the set-top box (STB) provided by the Telco



▶ USE LARGE SCALE DEPLOYMENT AS TEMPLATE FOR ROLL-OUT TO OTHER TELCOS

PRACTICAL

EXAMPLE

IOT PLATFORM

REFERENCE CASE

SMART & SECURE TROLLEY

PROBLEM

Loss of high value goods in the supply of telco shops

SOLUTION

Digital, safe process with ALSO's Smart & Secure Trolley and AllThingsTalk

APPLICATION OF THE IOT ECOSYSTEM

SMART & SECURE TROLLEY

SENSORS IN THE TROLLEY

- ▶ Electronic lock
- ▶ Location
- ▶ Vibration/Shock
- ▶ Temperature

Connectivity

- ▶ LTE-M
- ▶ Sigfox

IOT PLATFORM (ALLTHINGSTALK)

DASHBOARD

- ▶ Location tracking
- ▶ Status monitoring

ALERT

- ▶ Unauthorized opening
- ▶ Strong shock

DATA ANALYSIS

- ▶ Cycle time
- ▶ Usage
- ▶ Route optimization

▶ MONETIZATION «AS-A-SERVICE»

SMART & SECURE TROLLEY



IOT PLATFORM

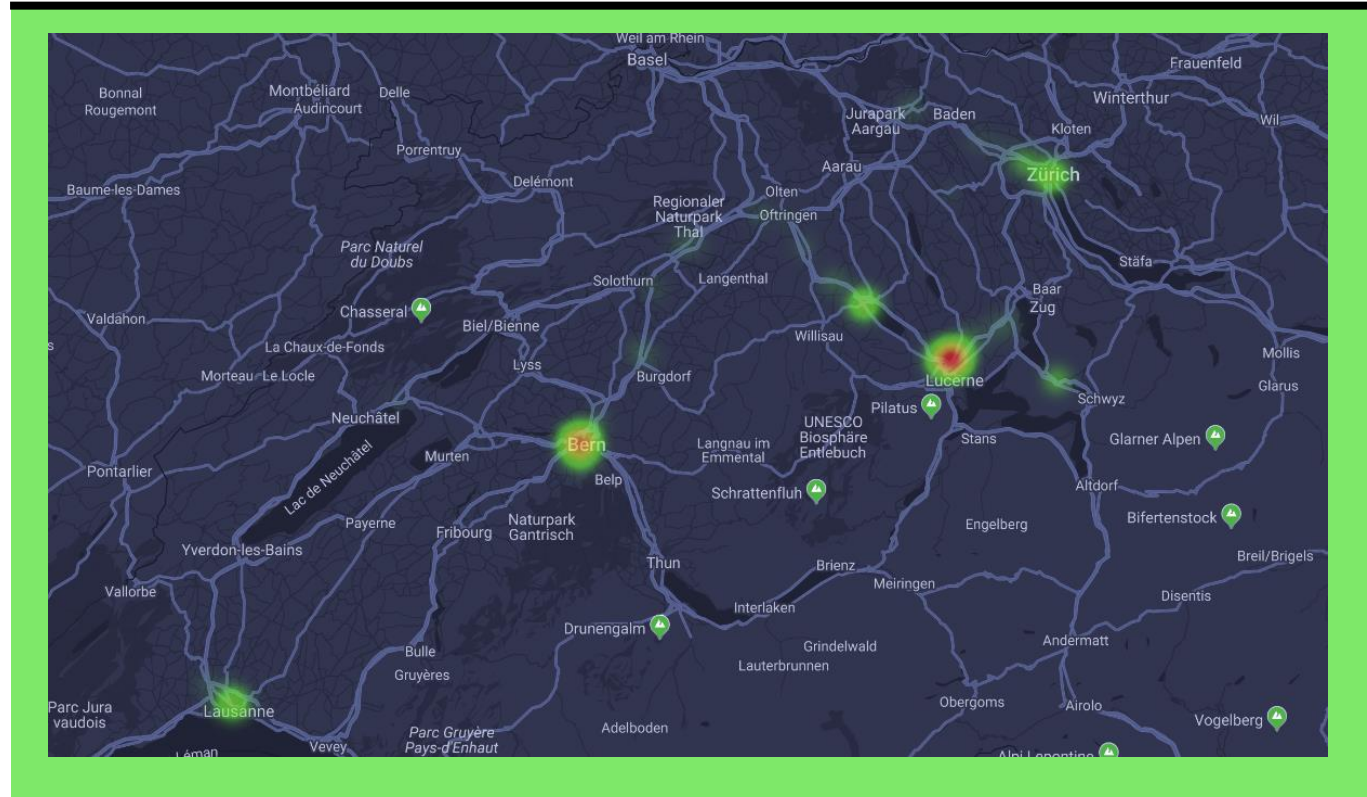
Continuous digital recording

- ▶ Trolley location data
- ▶ Transport and process flow

Benefit

- ▶ Economic and ecological optimization of transport routes
- ▶ Recognize and avoid misdeliveries and transport damages

VISUALIZATION OF TRANSPORT HEATMAP



▶ CREATE ADDED VALUE WITH DATA COLLECTED ON ALLTHINGSTALK

QUESTIONS

& ANSWERS

THANK YOU

