

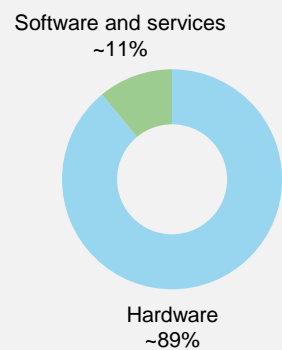
# Presentation – Q3 2017/18

July, 2018

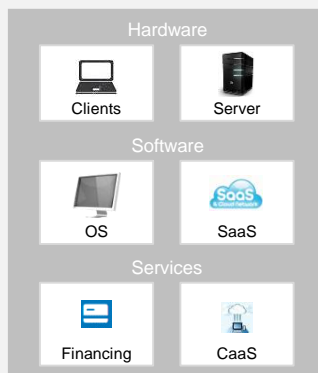


# Dustin at a glance

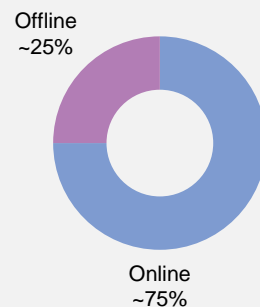
## 250,000 hardware and software products...



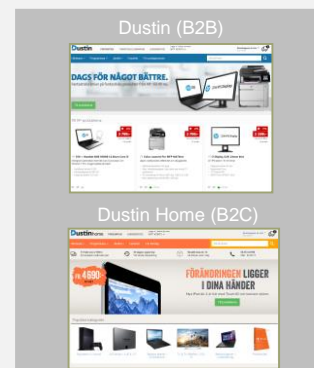
Refers to fiscal year 2016/17



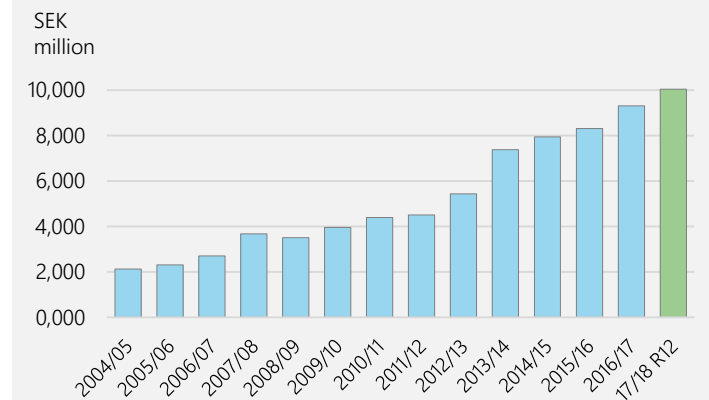
## ...sold online...



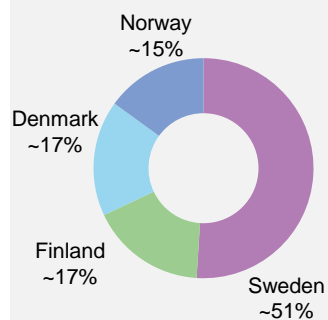
Refers to fiscal year 2016/17



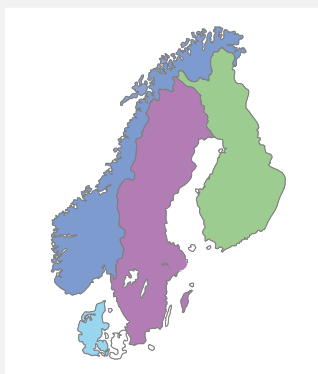
## Net sales



## ...across the Nordics...



Refers to fiscal year 2016/17



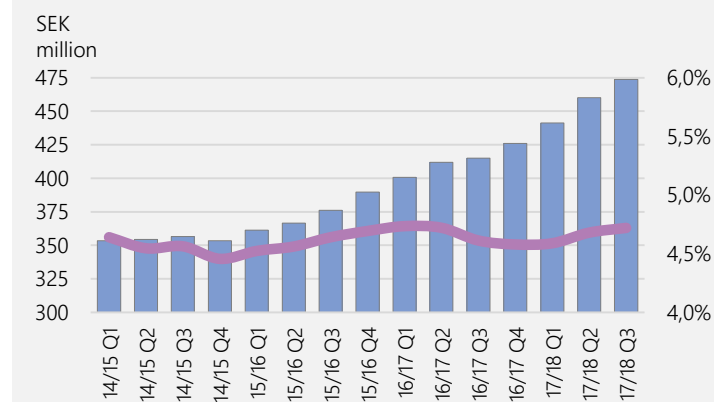
## ...to B2B customers

% net sales	Customers	Offering	Avg. order
94%	SMB	Full assortment	SEK 6,000
	Public/Large	Replenishment IT	SEK 7,000
6%	B2C	IT products	SEK 2,000

1.4 million orders

Refers to fiscal year 2016/17

## Adjusted EBITA and margin



# Q3 17/18 High operational activity in the quarter

## Operational Highlights

### Signed agreement to acquire Swedish DAV Partner

- Strengthens offering for audio/video solutions and conference systems and complements JML System, which was acquired in the autumn of 2017.



### Signed agreement to acquire Finnish ITaito

- Broad offering in managed services, cloud services, security and data centres, which significantly strengthens our customer offering to SMBs in Finland.



## Operational Highlights after the end of the third quarter

### Acquired Vincere Groep, one of the leading Managed Services companies within SMB in the Netherlands

- Dustin's addressable market will increase from SEK 150 to 250 billion and gives excellent foundation for organic growth and further consolidation.



### Won procurement of cloud-based services in the form of back-up and storage with Norwegian public service company NRK.

Award decision for a new framework agreement via the Danish government, municipalities and regions. The annual value is estimated at approximately DKK 500 million.

# Q3 17/18 Continued solid growth in SMB

## Financial Highlights

### Net sales grew by 9.0% to 2,462 (2,257) MSEK

- Organic growth of 1.6% in constant currency, of which SMB 9.4%, LCP -5.0% and B2C 10.9%

### Gross profit of 396 (341) MSEK

- Gross margin of 16.1% (15.1%)

### Adjusted EBITA of 108 (94) MSEK

- Adjusted EBITA margin of 4.4% (4.2%)

### Items affecting comparability of 0.6 (-4.2) MSEK

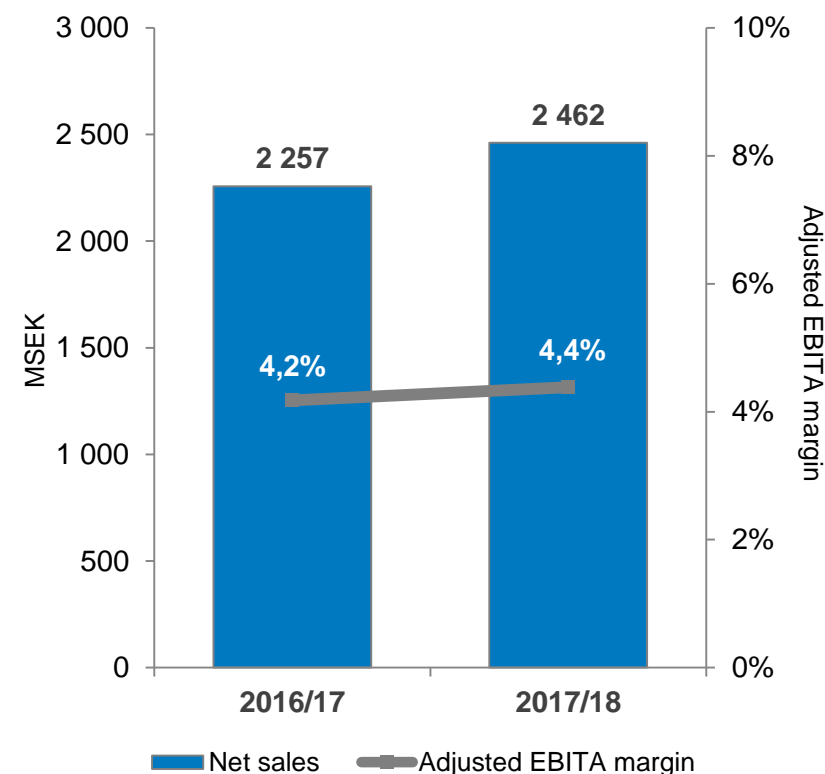
### Earnings per share increased to 0.87 (0.62) SEK

### Cash flow from operating activities of 221 (-23) MSEK

### Net debt of 968 (997) MSEK

- Net debt/adjusted EBITDA slightly down to 2.0x (2.3x) in the past 12-month period (2.3x at year end 2016/17)

## Net sales and adjusted EBITA margin



# Financial Development – SMB

## Continued strong growth in the SMB segment

### Net sales growth in SMB of 17.2% y/y

- Organic growth of 9.4% in constant currency

### Segment result increased 28.8% to 119 (92) MSEK

- Segment margin improved to 11.3% (10.3%)

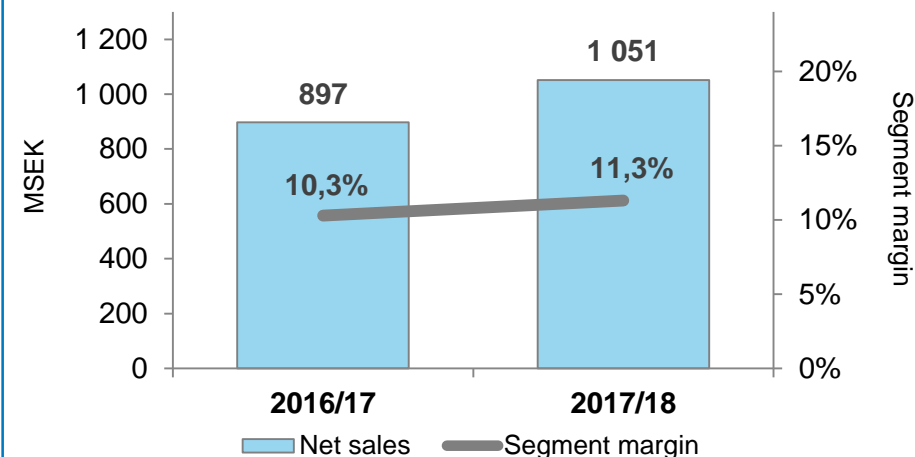
### Strong online performance towards SMBs

- Robust sales performance, primarily in Sweden and Denmark
- Very strong online growth in Finland, from a low base

### Favorable product mix drives margin improvement

- A general improvement in the product mix in comparable units as well as completed acquisitions drives margin development
- Positive margin contribution from higher private label product sales
- The customer base for SaaS configurations grew to 1,270 active customers (903), corresponding to 48,021 users (24,141)

## Net sales and segment margin



MSEK	Q3 2017/18	Q3 2016/17	Organic growth	Q3 y/y growth
Net sales	1,051	897	9.4%	17.2%
Segment result	119	92	–	28.8%
Segment margin	11.3%	10.3%	–	–

# Financial Development – LCP

## Selective approach towards lower margin contracts

### Net sales growth in LCP of 2.7% y/y

- Organic growth of -5.0% in constant currency

### Segment result decreased to 74 (84) MSEK

- Segment margin at 5.9% (6.8%)

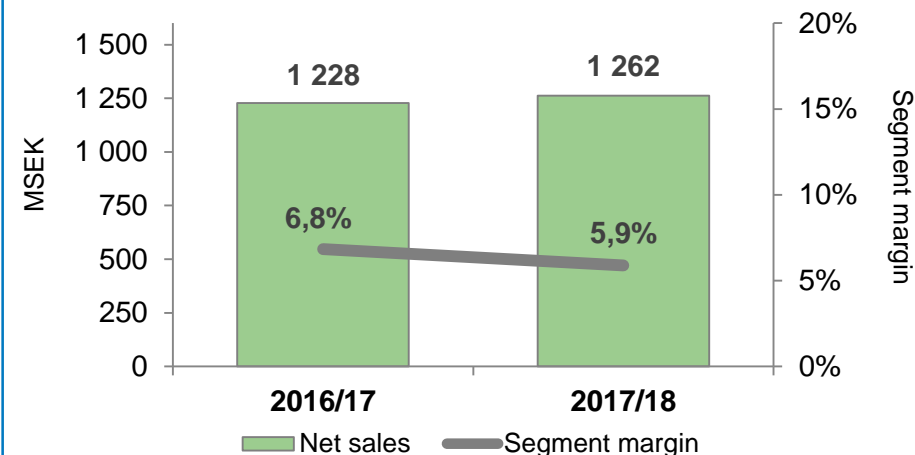
### Selective approach to lower margin volume transactions

- More selective in lower margin volume transactions under certain framework agreements for the public sector, particularly in Finland and Denmark
- Robust sales performance in the Large Corporate customer group in all markets

### Pressure on margins

- Continued high share of sales under recently signed framework agreements with lower average margin

## Net sales and segment margin



MSEK	Q3 2017/18	Q3 2016/17	Organic growth	Q3 y/y growth
Net sales	1,262	1,228	-5.0%	2.7%
Segment result	74	84	–	-11.5%
Segment margin	5.9%	6.8%	–	–

# Financial Development – B2C

## Positive quarterly growth – focus on margin

### Net sales growth in B2C of 12.8% y/y

- Organic growth of 10.9% in constant currency

### Segment result improved to 7.9 (4.9) MSEK

- Segment margin at 5.3% (3.7%)

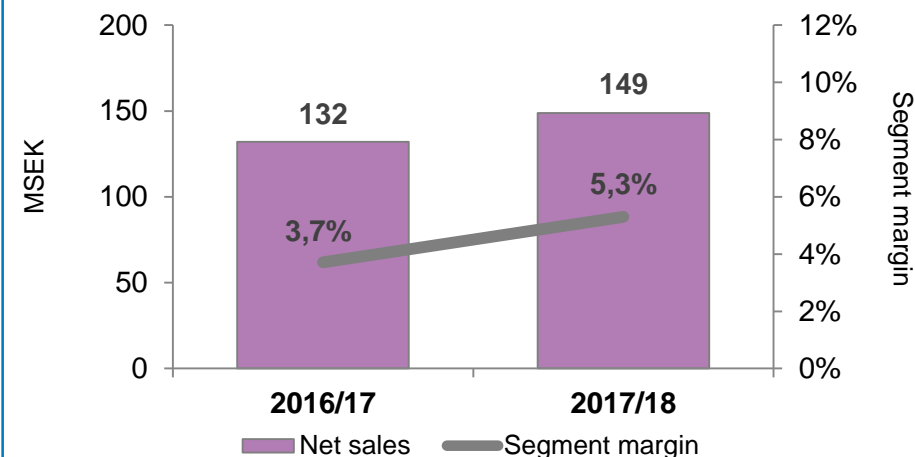
### Complement segment representing around 6% of total sales

- Positive sales development in Denmark, Norway and Finland
- Strong sales in the consumer electronics and mobile phones product categories

### Continued focus on margin

- Pricing discipline and flexible cost base
- Valuable segment to understand market trends and to get access to consumer assortment

## Net sales and segment margin



MSEK	Q3 2017/18	Q3 2016/17	Organic growth	Q3 y/y growth
Net sales	149	132	10.9%	12.8%
Segment result	7.9	4.9	–	60.7%
Segment margin	5.3%	3.7%	–	–

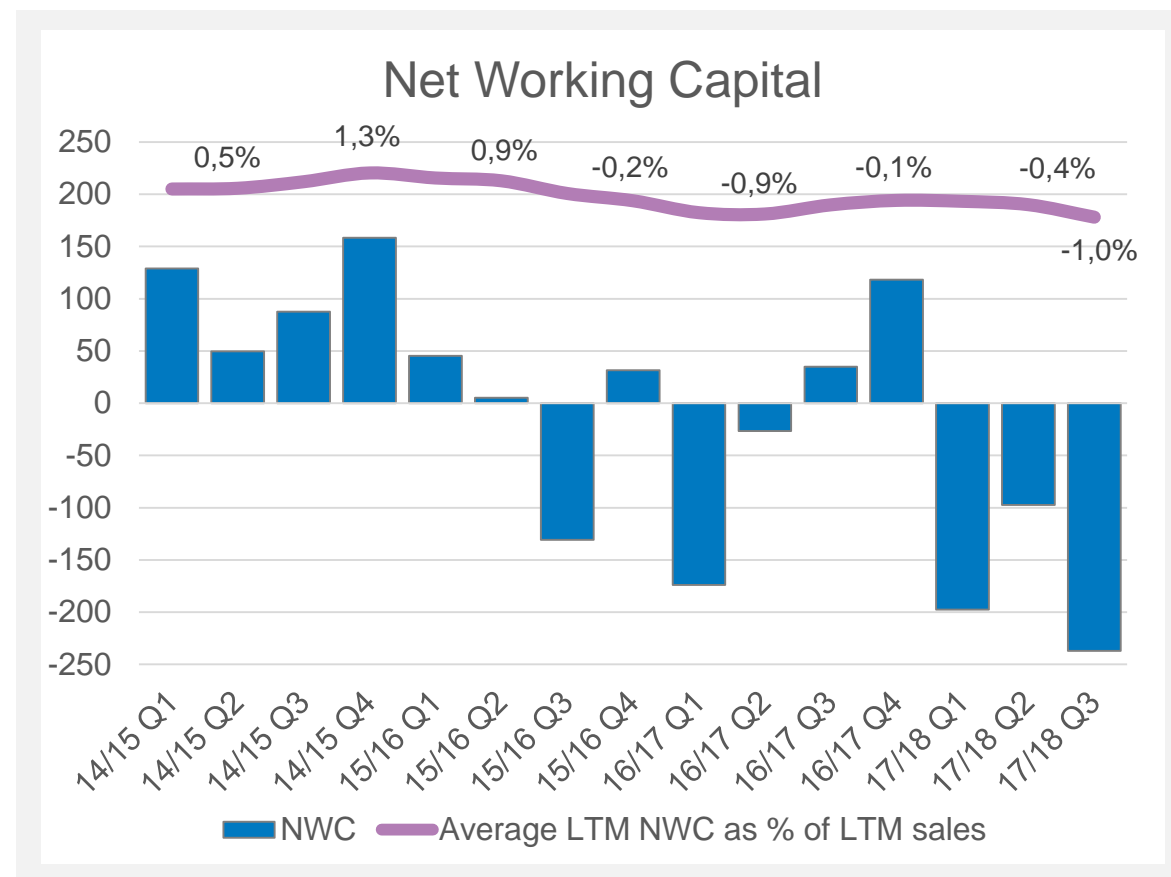
# Net Working Capital and Net debt

## Continued low net working capital

- Net working capital was -237 MSEK (35)
- Account payables still affected by favorable credit terms from distributors and valid until further notice as well as higher inventory purchases
- Account receivables slightly higher than last year primarily as a result of higher sales
- Inventory level affected by two large customer deliveries scheduled for shortly after the balance-sheet date, higher sales volumes and launch of Dustin private label

## Stable net debt in relation to adjusted EBITDA

- Net debt of 968 (997) MSEK
- Net debt/adjusted EBITDA slightly down to 2.0x (2.3x) in the past 12-month period (2.3x at year end 2016/17)





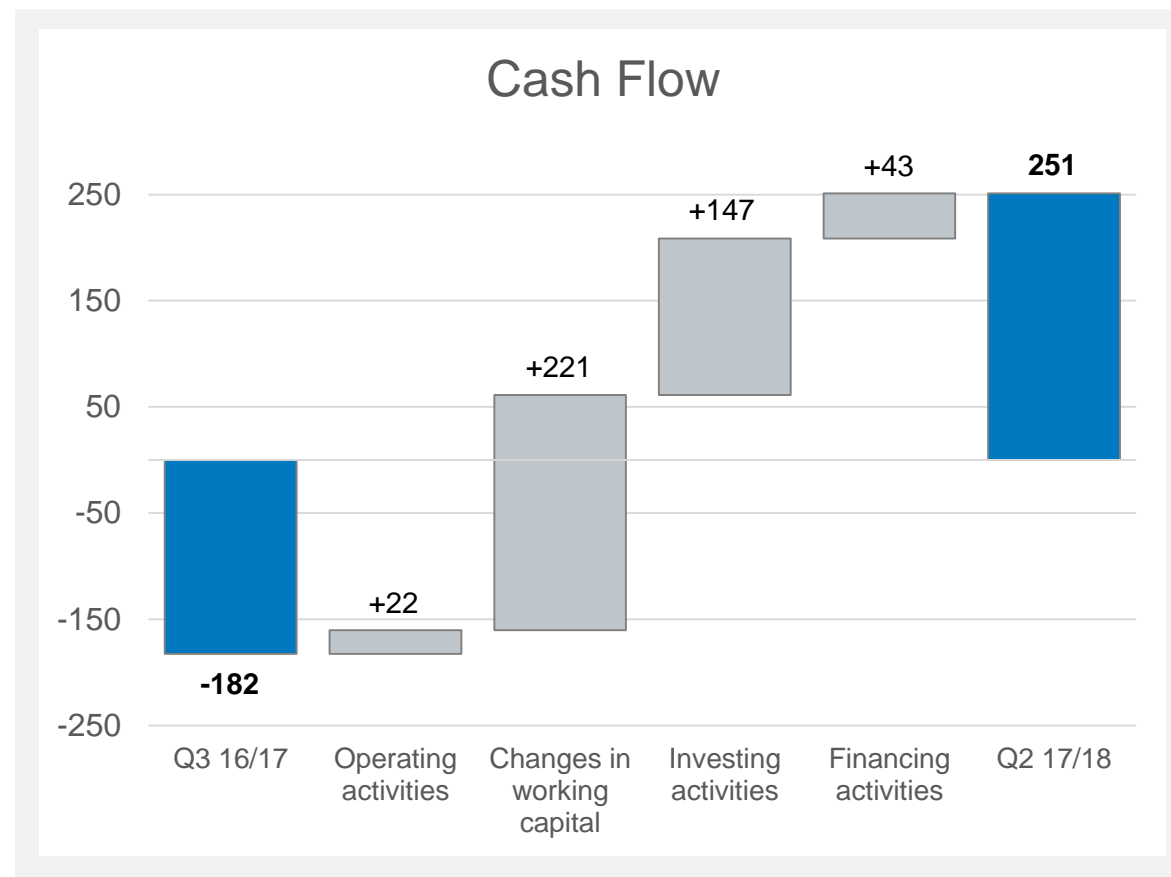
# Cash flow and capex

## Improved operating cash flow

- Cash flow for the quarter was 251 (-183) MSEK
- Cash flow from operating activities, before changes in working capital, increased to 66 (44) MSEK, mainly due to higher profits
- Changes in working capital was positive by 221 MSEK versus last year, mainly as a result of higher account payables
- Cash flow from investing activities improved due to no acquisitions completed during the quarter
- Cash flow from financing activities improved by 42 MSEK, mainly due to cash flow effects from long-term incentive programme (LTI 2015)

## Continued low levels of capex

- Total capex at 0.5% (0.4%) of net sales
  - Capex related to IT development (integrated IT-platform and other long term strategic IT-systems) of SEK 7.9 (5.3) million
  - Other capex of SEK 4.1 (4.6) million
  - Financial lease assets of SEK 0.1 (-) million



# Dustin acquires Vincere Groep - a leading IT-service provider in the Netherlands

## BUSINESS RATIONALE

- Acquisition of one of the leading Managed Services companies within SMB in the Netherlands
- Accelerated growth within the current strategy to increase share of Managed Services
- Excellent foundation for organic growth, further consolidation and launch of Dustin online platform

## KEY FACTS

- Focuses on cloud and security, along with IT-solutions with associated hardware and consultancy services with key verticals in Education, Business, Healthcare and Government
- Vincere Groep net sales amounted to 67.1 MEUR (LTM 71.2 MEUR) with a EBITDA of 5.6 MEUR (LTM 6.2 MEUR) in 2017\*

## TRANSACTION SUMMARY

- Transaction value (Enterprise Value) of 65 MEUR, corresponding to a LTM EV/EBITDA multiple of 10.5x
- Sellers are current management and ABN AMRO. Management will remain in their current positions
- Transaction completed 4th of July 2018 and will be consolidated as of 4th of July 2018

## FINANCING

- Acquisition financed within existing credit facility
- In order to fully implement the current growth strategy in the Nordic region and to take advantage of the growth opportunities identified in the Netherlands, the Board of Directors intends to propose a preferential share issue of 500-700 MSEK to be carried out during the Fall 2018

\*Pro forma

# Strong rationale for the acquisition of Vincere Groep

**Substantial increase of the addressable market**

Growth from approximately 150 BSEK to 250 BSEK

**A perfect platform for expansion and consolidation**

Ample consolidation opportunities in the Dutch market

**Highly experienced and driven management team**

Similar corporate values as Dustin

**Very attractive financial profile**

Substantial earning contribution already in 2018/19

**Increased share of recurring revenues**

High share of recurring Managed Services contracts

**Low customer dependency**

Largest customers accounts for less than 5% of total sales

**High customer satisfaction**

Loyal client base ensuring low customer churn

**Highly interesting growth components**

E.g. further consolidation and launch of Dustin online platform

# Vincere Groep in brief

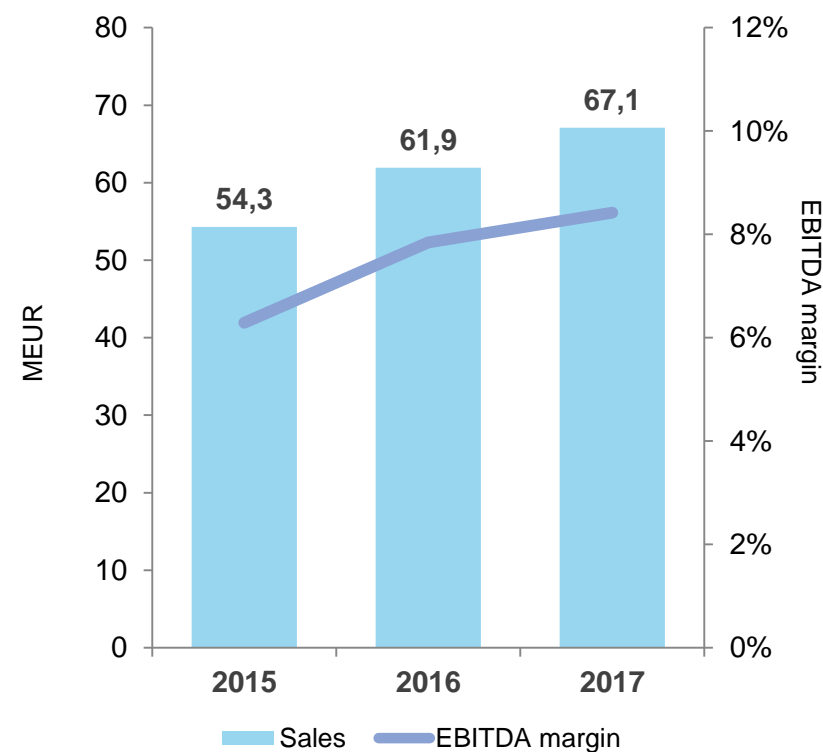
## Operational Summary

- Dutch nationwide provider of Managed Services with associated value added hardware
- Founded in 2013 by current owners
- In total approximately 1 500 customers primarily within the SMB segment
- About 370 FTEs throughout eight locations
- Focused strategy towards four industry verticals; Education, SMB, Healthcare and Government

## Financial Summary\*

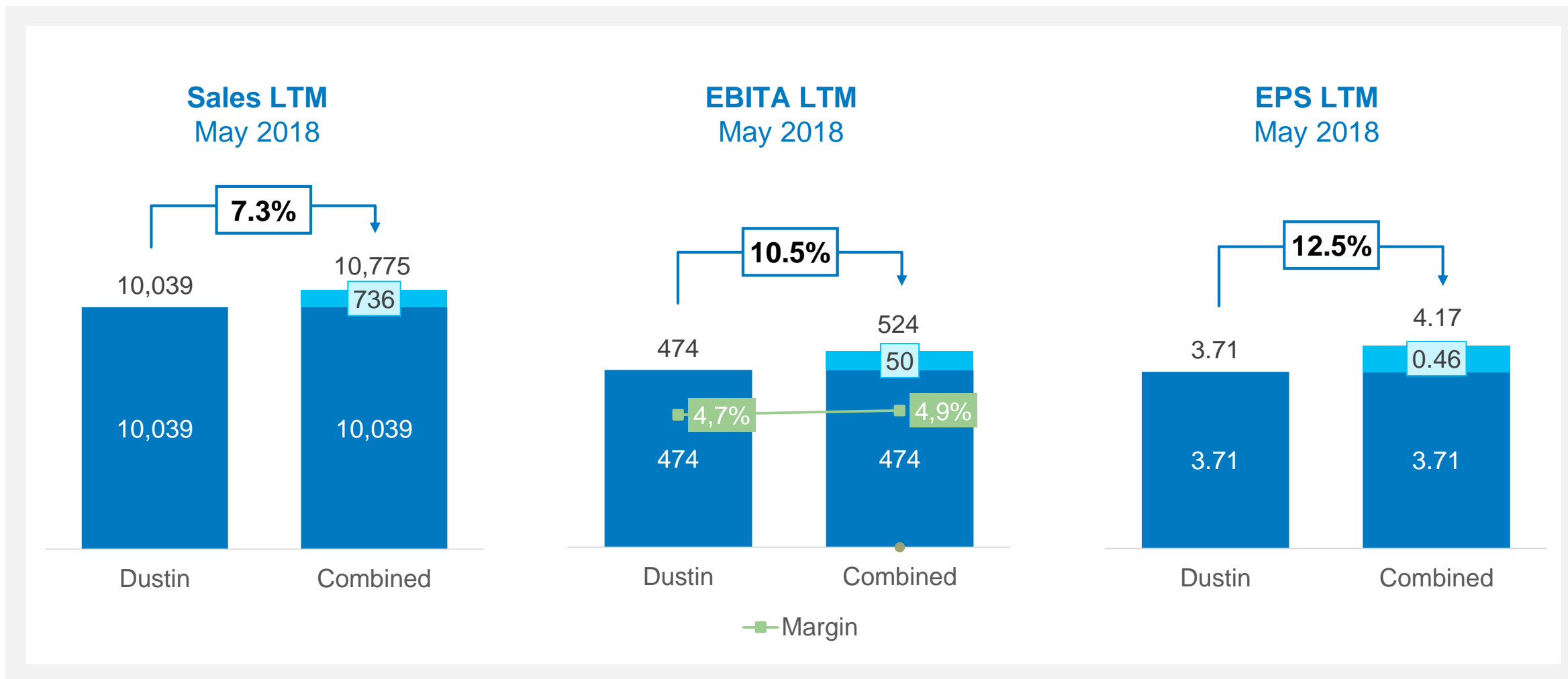
- Sales of 67.1 MEUR
- EBITDA of 5.6 MEUR and a corresponding EBITDA margin of 8.4%

Sales and EBITDA margin\*



\*Pro forma

# Financial effects from the acquisition



# Summary

## Solid growth and positive margin trend

### Net sales increased by 9.0%

- Organic net sales growth of 1.6% in constant currency
- Robust growth in SMB and B2C, while volume volatility within LCP burdens total growth

### Gross margin at 16.1% (15.1%)

- Positively affected by a more favorable product mix primarily as a result of completed acquisitions

### Adjusted EBITA margin of 4.4% (4.2%)

- Positively impacted by a higher gross margin, a more favorable mix between segments and increased sales of private label products.

### Earnings per share increased by 40% to 0.87 (0.62) SEK

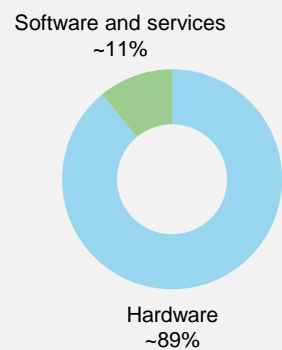
**Acquired Vincere Groep, one of the leading Managed Services companies within SMB in the Netherlands**



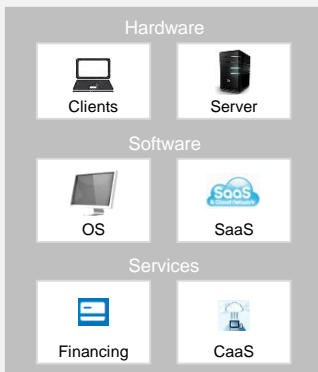
# Corporate presentation

# Dustin at a glance

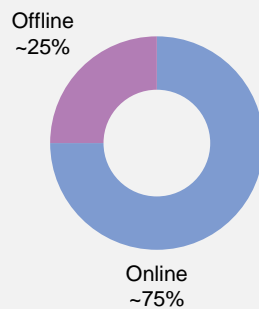
## 250,000 hardware and software products...



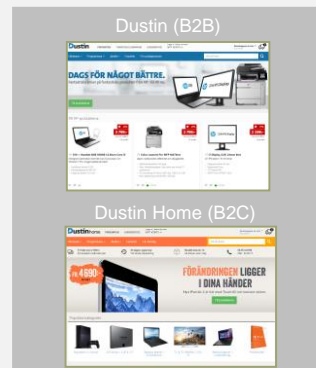
Refers to fiscal year 2016/17



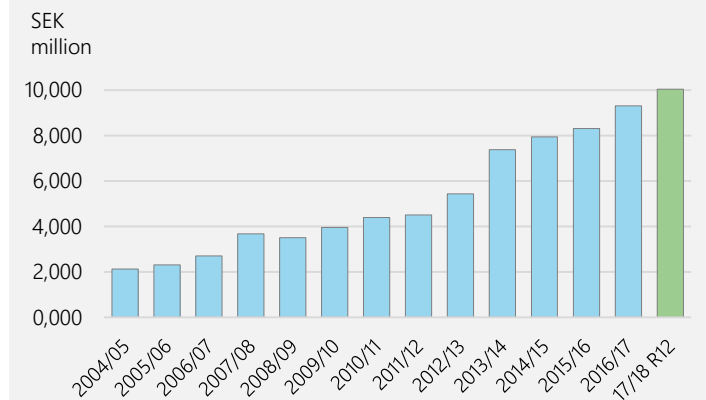
## ...sold online...



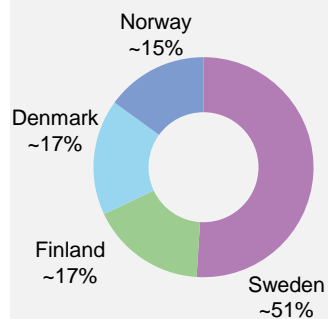
Refers to fiscal year 2016/17



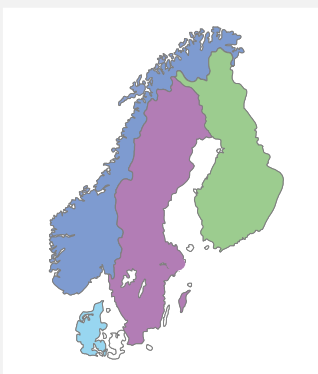
## Net sales



## ...across the Nordics...



Refers to fiscal year 2016/17



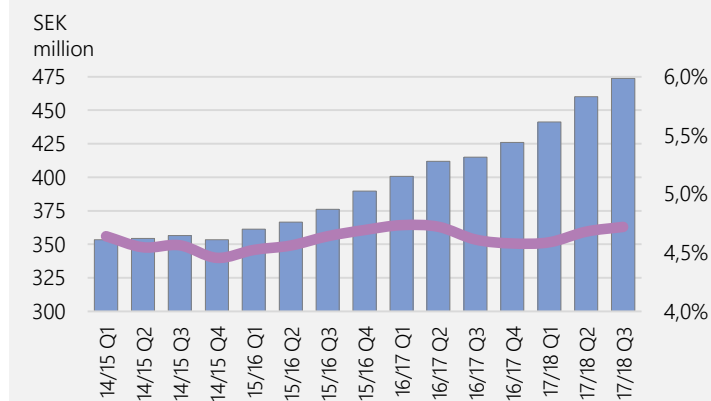
## ...to B2B customers

% net sales	Customers	Offering	Avg. order
94%	SMB	Full assortment	SEK 6,000
	Public/Large	Replenishment IT	SEK 7,000
6%	B2C	IT products	SEK 2,000

1.4 million orders

Refers to fiscal year 2016/17

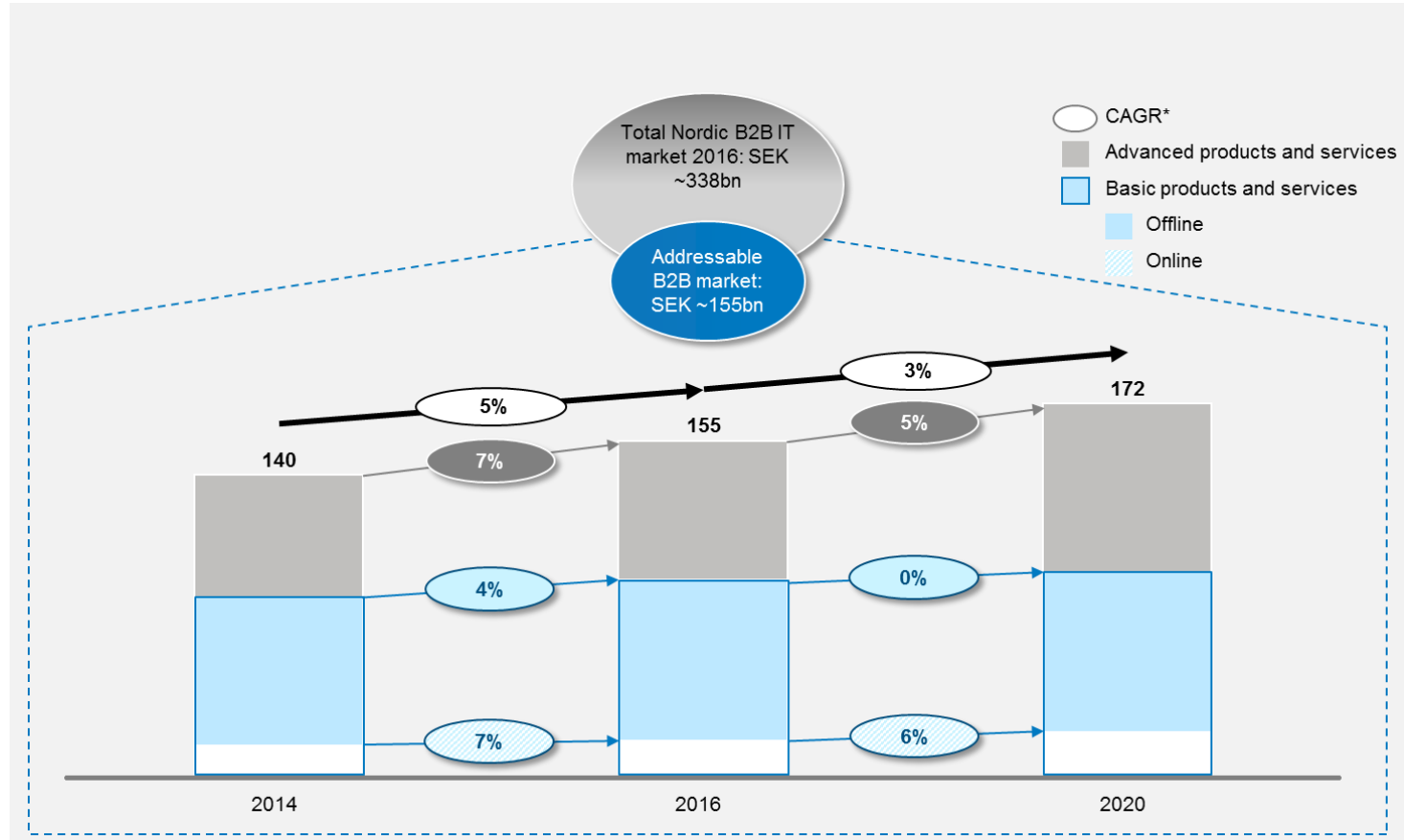
## Adjusted EBITA and margin





# High growth position in a large market

## Large and fragmented addressable market



## Key trends driving Dustin's underlying growth



Channel shift from offline to online



Growth pockets within advanced products and services



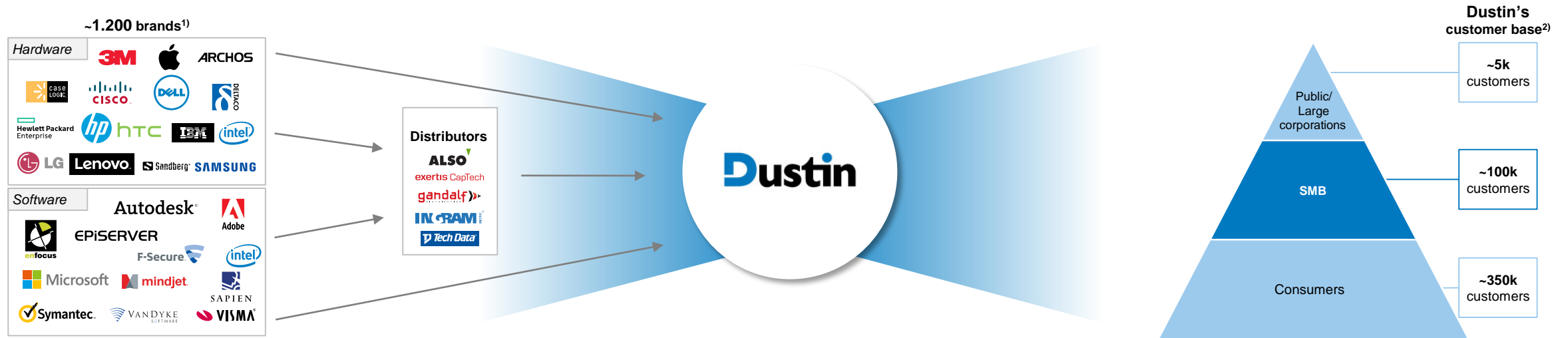
Higher growth for smaller companies

\*Compound Annual Growth Rate

Note: Market data based on calendar year. The addressable market refers to hardware sales to the B2B segment and selected parts of software and services to the customer group small and medium enterprises.

Source: Dustin estimates based on market data from IDC and market analysis from a senior advisor.

# Dustin has a strong position in the value chain



## Value proposition to OEMs and distributors

- Distribution to customers that are difficult to serve
- >100k loyal B2B customers
- Unique partner for campaigns / product launches

## High barriers to entry

- Significant scale
- Long term experience
- Market leading brand

## Value proposition to customers

- Wide product and service offering
- High IT knowledge
- Fast and reliable delivery

A LARGE NUMBER OF SUPPLIERS...

...NEED AGGREGATOR TO INTERACT WITH...

...A LARGE NUMBER OF CUSTOMERS

1) Purchased from ~350 suppliers (OEMs or distributors). 2) Defined as customers that have made at least one purchase during last 18 months. For consumers, the unique identifier is account number rather than personal identification number.

# Unique position combining cost efficiency with high service level

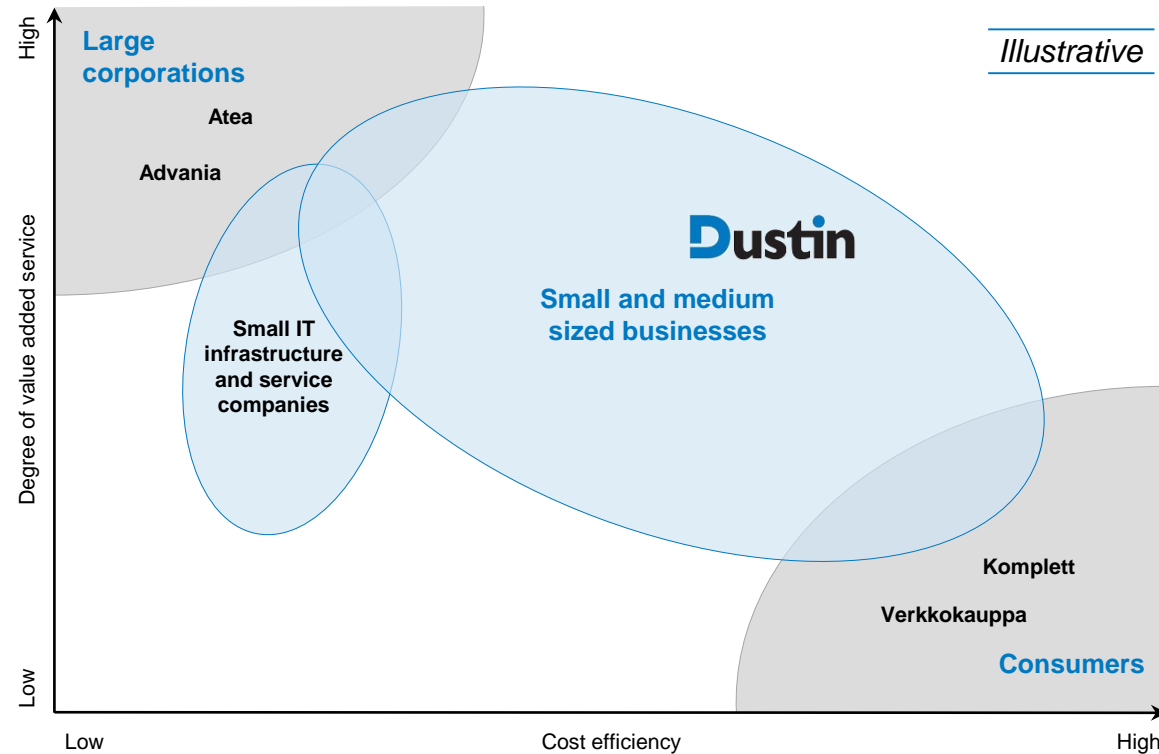
ERP implementation  
Strategic IT consultancy

**Integrated solutions**  
**On-site services**  
**Product-near services**  
**High IT knowledge**  
**Fast delivery**  
**Wide offering of ~200k IT products**  
**Strong brand name**

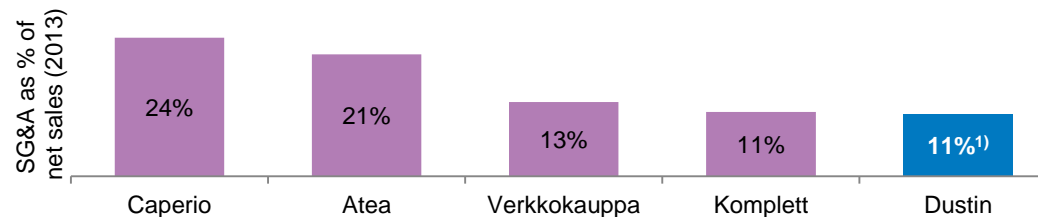
Non-IT related consumer products

☐ Dustin's focus areas

☐ Non SMB related services

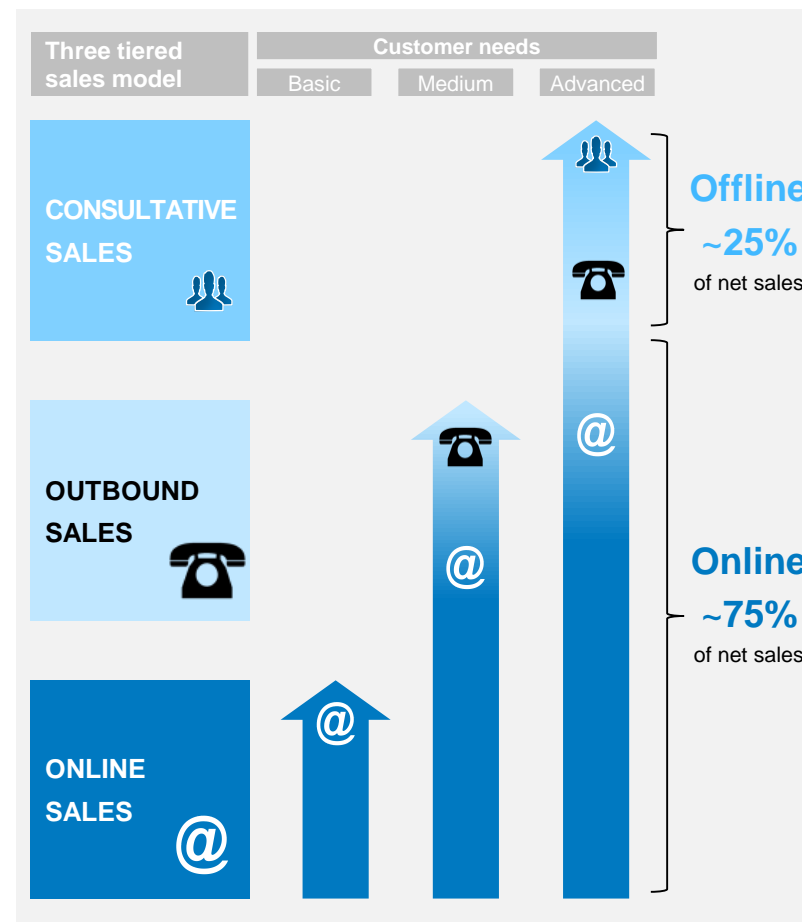
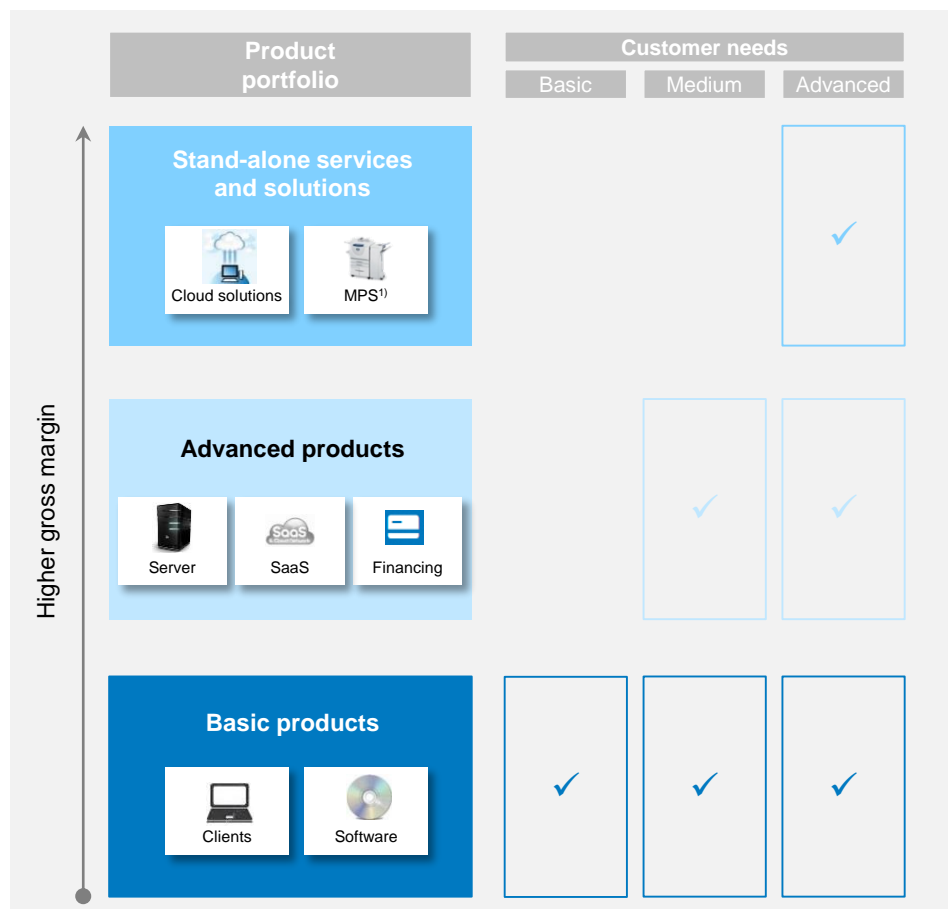


Scale      High online share      Efficient execution      Central functions



1) 2014. Refer to the financial year ended 31 August, 2014.  
Source: Annual reports, industry analysis and management analysis.

# Multi-channel approach to drive growth and margins



# Financial targets

## Financial targets

## Historical performance

### Net sales growth

Dustin's target is to achieve average annual organic net sales growth amounting to 8 percent over an economic cycle

In addition, Dustin targets to grow through acquisitions

### 8% organic growth

Average per year over a cycle

Period: 2012/13 – 2016/17

Average: ~8% organic growth per year

### Profitability

Dustin's target is to increase adjusted EBITA margin over time and in the medium term achieve 5–6 percent adjusted EBITA margin

### 5–6%

Adj. EBITA margin

Period: 2012/13 – 2016/17

Average: 4.6%

### Capital structure

Dustin's capital structure shall provide a high degree of financial flexibility and allow for acquisitions

Dustin targets to have a net debt, over time, amounting to a multiple of 2–3 times adjusted EBITDA for the last twelve months

### 2.0–3.0x

Net debt to adj. EBITDA

Period: 2016/17

Actual: 2.3x adjusted EBITDA

### Dividend policy

Dustin's target is to pay a dividend corresponding to more than 70 percent of net profit

The dividend shall take into account acquisitions, the company's financial position, cash flow and future growth opportunities

### >70%

Pay-out ratio

Period: 2016/17

Actual: 87% of adj. net profit, corresponding to SEK 2.80 per share

# Continue leveraging dynamic market trends and new service offerings

2016/17

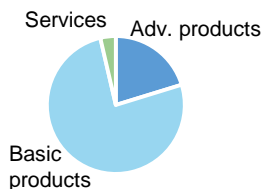
- Pan-Nordic footprint with one common platform supporting product and service offerings
- Nordic governance structure with highly skilled central online team and local sales organization
- +250 sales specialists addressing +10.000 customers with a wide portfolio of IT-solutions
- Cloud portal securing growth in SaaS and managed services

Net sales  
**SEK 9.3 bn**

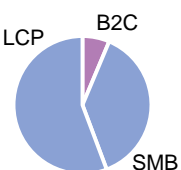
EBITA margin  
**4.6%**

Number of FTEs  
**977**

Product split



Segment split



Recurring revenue

Solution specialists

Online excellence

CAGR:  
~10%

- Based on financial target of 8% organic growth over a cycle
- 3-5 acquisitions per annum
- Leverage integrated platform – infrastructure and customer offerings in all geographies
- Realize sales synergies of newly acquired offerings and expanding customer base
- Accelerate sales of managed services towards SMB to increase recurring revenues and margin expansion
- Continue consolidation of specialized VAR market through M&A

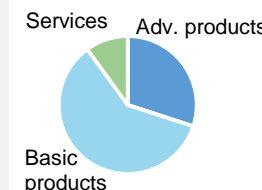
2021/22

- One-stop shop for SMBs in all Nordic countries
- Fully integrated online experience for product and service sales
- +4 bn SEK in advanced products and services sales driven by acquired companies and organic growth
- +1 bn SEK in recurring revenues

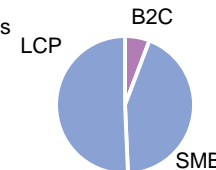
Net sales  
**SEK ~15\* bn**

EBITA margin  
**5-6%\***

Product split



Segment split



Recurring revenue

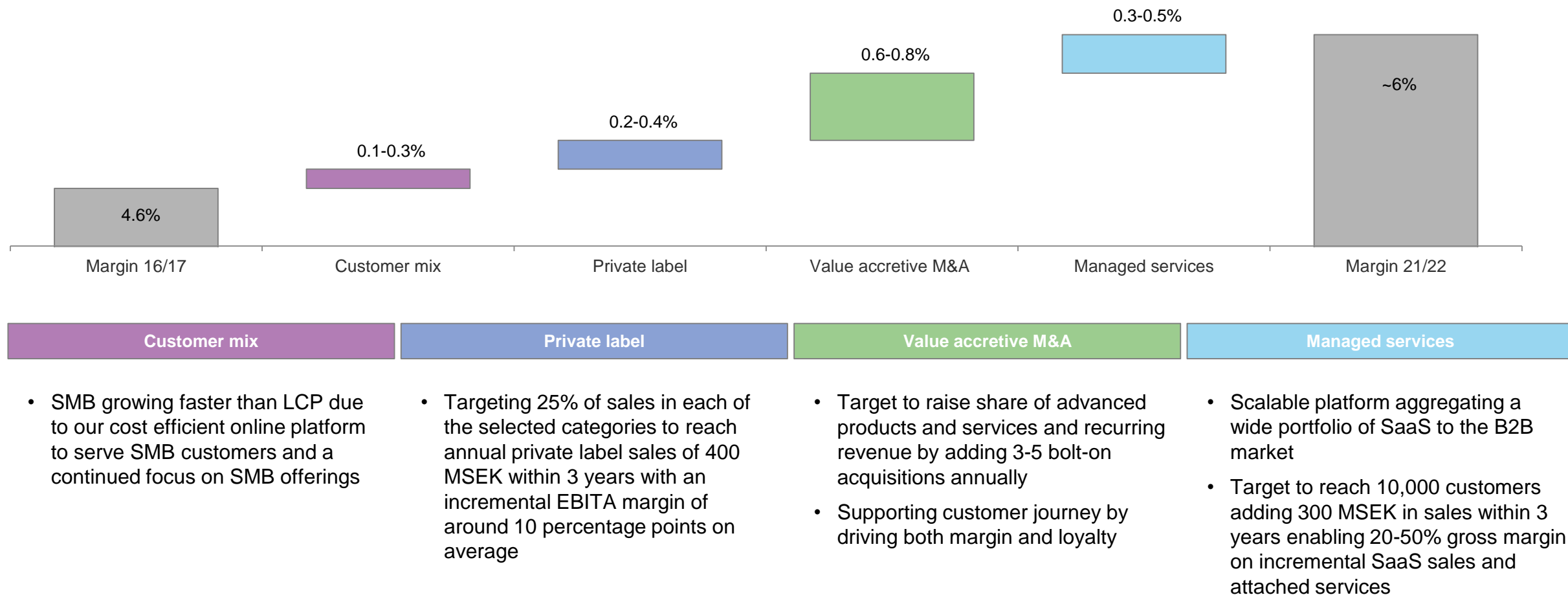
Solution specialists

Online excellence

Source: Dustin. \*based on financial targets

# Well defined levers will contribute to the margin journey

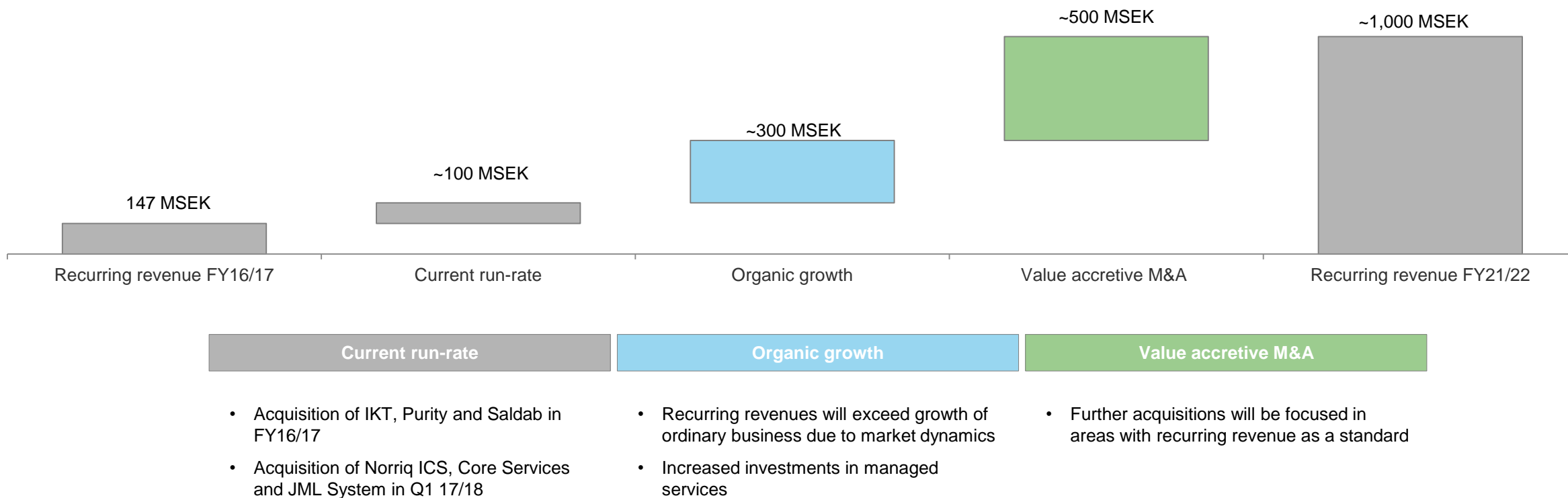
## Margin journey potential FY21/22



Source: Dustin

# Higher share of recurring revenue increases loyalty and margin

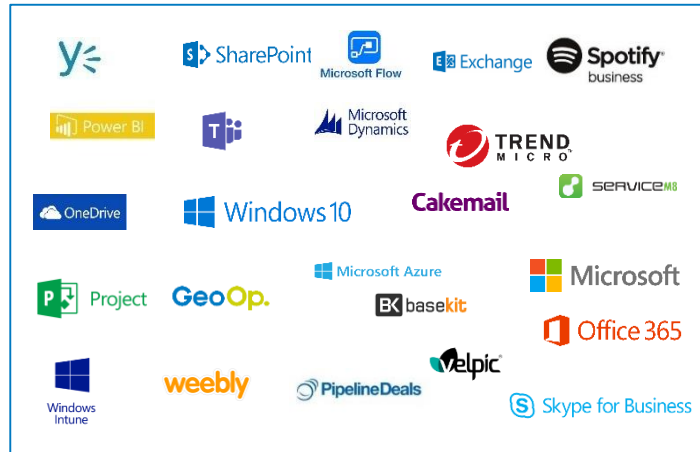
## Recurring revenue potential FY21/22



Source: Dustin. Note: Recurring revenue is defined as services which are automatically renewed and billed on a regular basis where Dustin plays an active part in the delivery/handling. Warranties, financing and traditional software agreements (e.g OVS) are not included

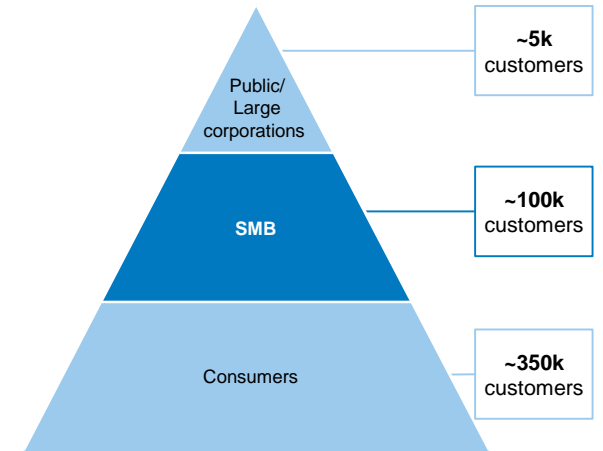


# Dustin's Cloud Platform - The one-stop-shop targeting SMBs

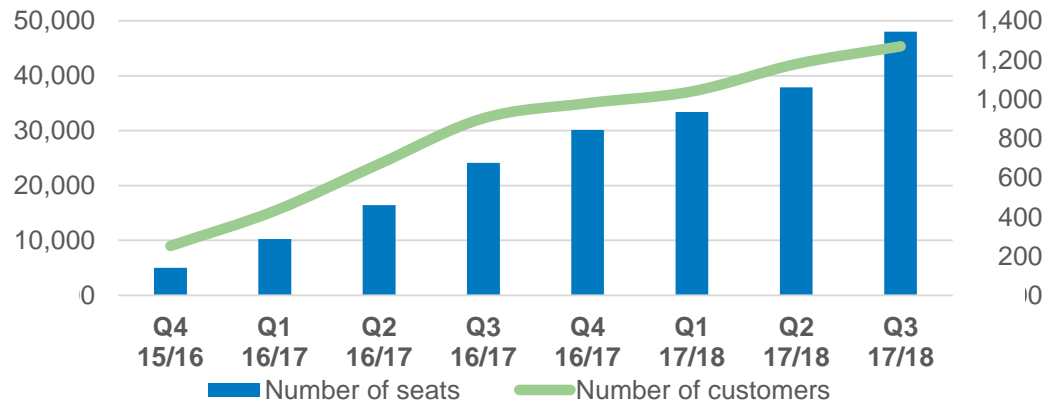


**Dustin**

Dustin's  
customer base



**Seats and customers**



## Increasing share of high-margin recurring revenue

- Scalable platform aggregating a wide portfolio of SaaS to the Nordic B2B market
- Launch being Microsoft centric due to strong legacy and cloud services brand recognition
- Fast growth within Dustin's SMB customer base and significant cross-selling opportunities
- SaaS bundled with in-house Dustin solutions. e.g. Office 365 migration and Helpdesk
- Ease of use to order and manage subscriptions
- Dustin's multi-channel sales model ideal to convert and migrate transactional HW customers

# Appendix

# Summary of the Third Quarter Results

MSEK	Q3 2017/18	Q3 2016/17	Rolling 12 months	FY 2016/17
Net sales	2,462	2,257	10,038	9,306
Reported net sales growth	9.0%	13.5%	11.6%	12.1%
Organic net sales growth	1.6%	9.2%	6.1%	8.6%
Items affecting comparability	0.6	-4.2	-3.3	-7.3
Adjusted EBITDA	112	98	489	438
Adjusted EBITA	108	94	474	426
- <i>Adjusted EBITA margin</i>	4.4%	4.2%	4.7%	4.6%
Central costs as % of Net sales	-3.8%	-3.8%	-3.6%	-3.6%
Net debt	968	997	968	998
<i>Net debt / Adjusted EBITDA</i>	-	-	2.0x	2.3x
Net working capital	-237	35	-237	118
Return on equity	-	-	18.1%	16.1%
Earnings per share (SEK)	0.87	0.62	3.71	3.14
Equity per share (SEK)	20.29	18.90	20.29	19.50
Cash flow from operating activities per share (SEK)	2.88	-0.30	8.82	2.80
Dividend per share (SEK)	–	–	-	2.80