

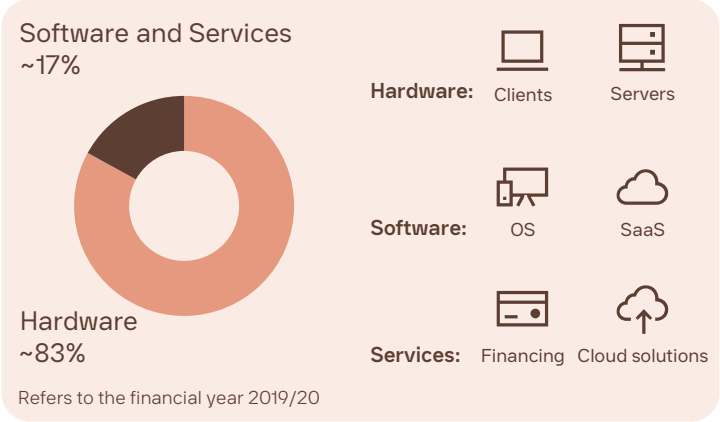
Q2 2020/21

April, 2021
dustingroup.com

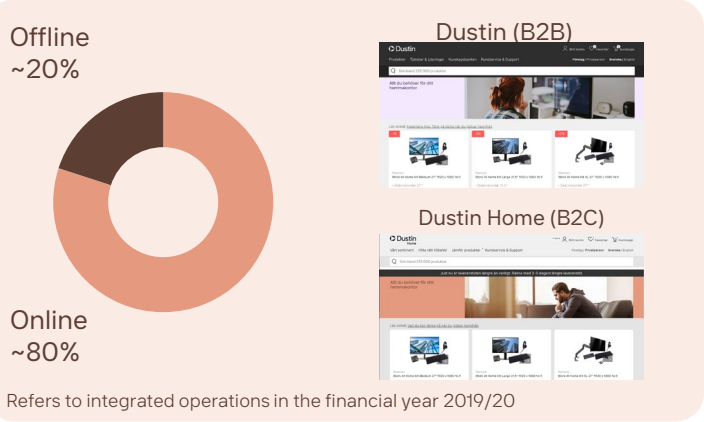
Q2

Dustin at a glance

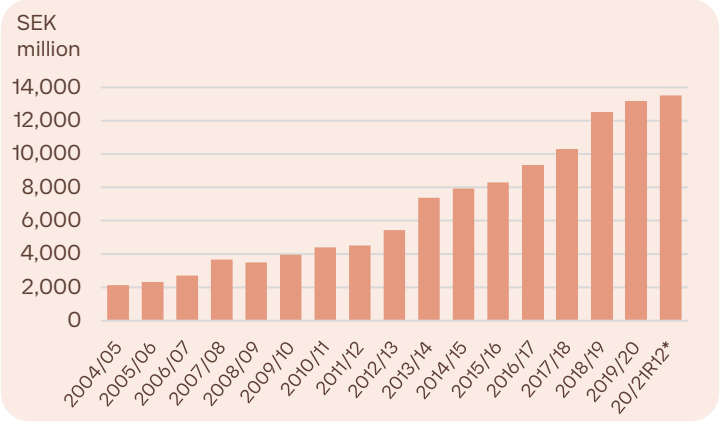
255,000 hardware and software products...



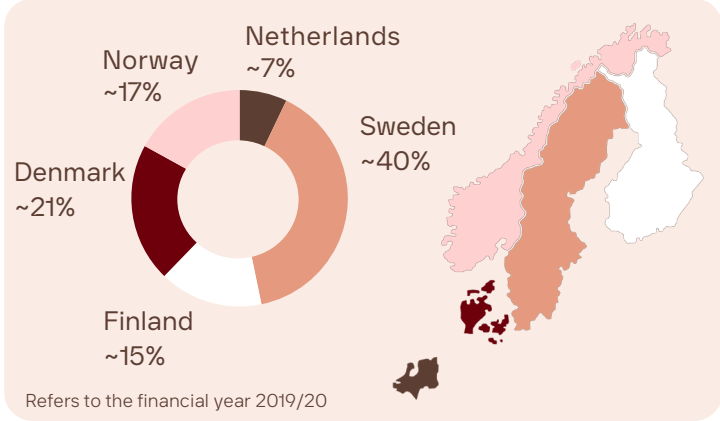
...sold online...



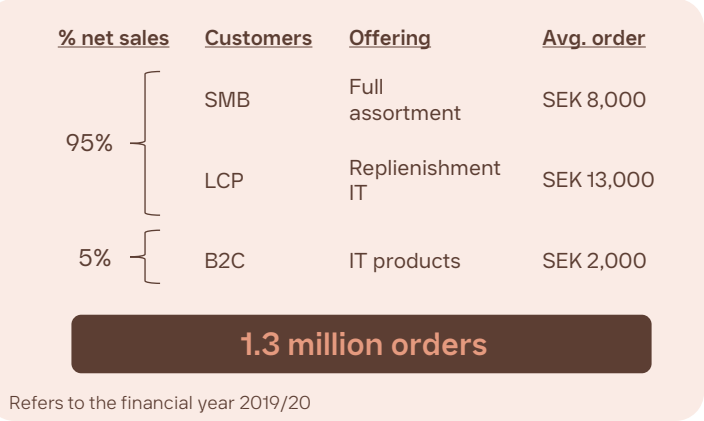
Net sales



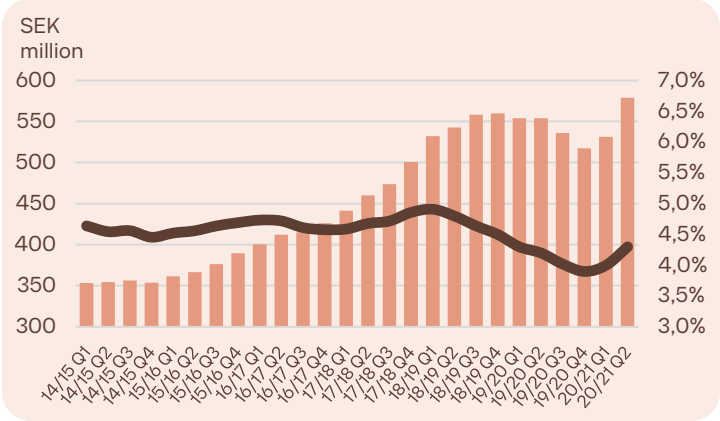
...across the Nordics and the Netherlands...



...to B2B customers



Adjusted EBITA and margin, R12*



* R12 refers to 12 month rolling

Strong market position and cost focus contribute to record earnings

Financial Highlights

Net sales was 3,683 (3,543) MSEK

- Reported net sales grew by 4.0%
- Organic growth was 6.4%, of which SMB 8.3%, LCP 4.9% and B2C 5.5%

Gross profit was 591 (557) MSEK

- Gross margin of 16.1% (15.7%)

Adjusted EBITA was 201 (154) MSEK

- Adjusted EBITA margin of 5.5% (4.3%)

Items affecting comparability of -0.8 (3.0) MSEK

EBIT was 177 (133) MSEK

Earnings per share of 1.38 (1.04) SEK

Cash flow from operating activities of 218 (155) MSEK

Leverage of 2.0x (3.1x) in the past 12-month period (excluding effects from IFRS 16)

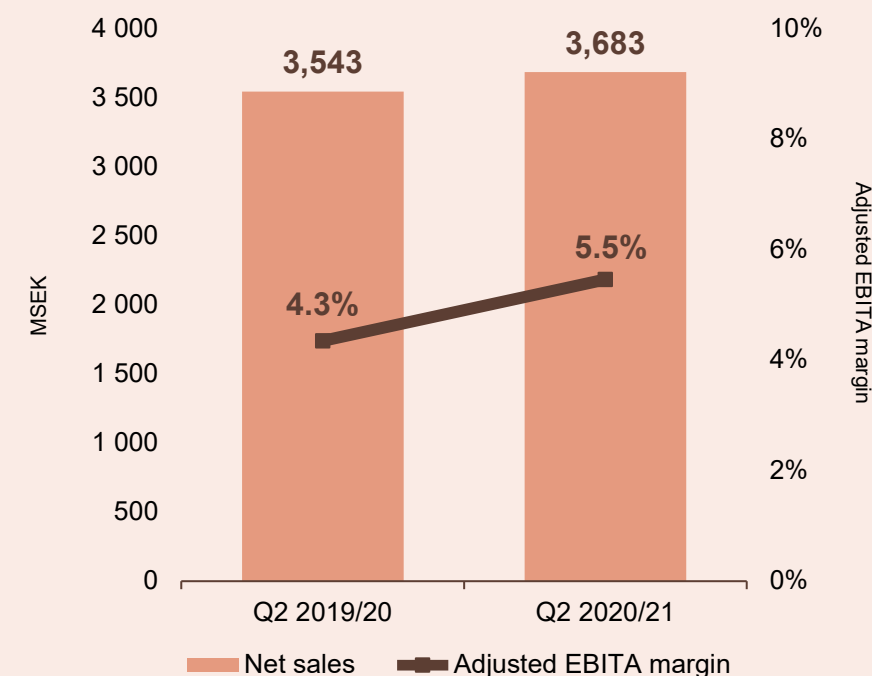
Operational Highlights

Closure of Dustin Business Center in Stockholm

Launch of Easy Workplace service online

Acquisition of Benelux based Centralpoint

Net sales and adjusted EBITA margin



Financial development – SMB

Healthy sales growth and improved profitability

Net sales growth in SMB of 6.9% y/y

- Organic growth of 8.3%

Segment result increased to 170 (140) MSEK

- Segment margin of 10.6% (9.3%)

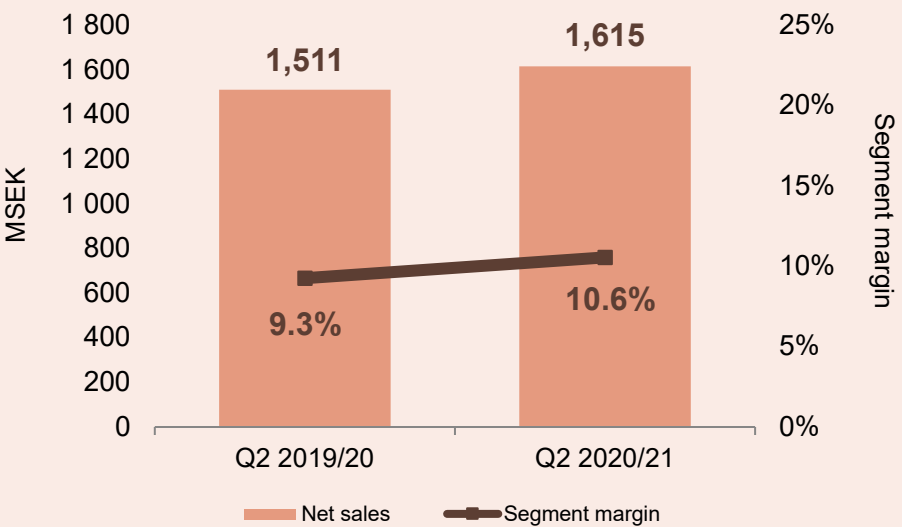
Stable development in online core business

- Continued healthy development within hardware sales
- Solid demand in all customer groups within the segment
- Contracted recurring sales of services increased 6.3 per cent in the quarter, with an annual rate of SEK 838 million in the most recent 12-month period
- Positive sales development in all markets, with Norway leading the way
- Continued weak development for project-related installation and services, with a slightly positive trend sequentially
- Geographically, sales were strongest in Norway and the Netherlands

Strong margin improvement

- Earlier initiated cost reductions generates clear profitability improvement
- Higher volumes and a dynamic pricing model
- Strong sales trend in private label products
- Impacted by lower share of high margin project-related income and advanced hardware
- Share of software and services sales declined to 21.6% (22.8%) for the segment

Net sales and segment margin



MSEK	Q2 2020/21	Q2 2019/20	Organic growth	Q2 y/y growth
Net sales	1,615	1,511	8.3%	6.9%
Segment result	170	140	–	21.6%
Segment margin	10.6%	9.3%	–	–

Financial development – LCP

Stable development despite a cautious market

Net sales growth in LCP of 1.7% y/y

- Organic growth of 4.9%

Segment result increased to 136 (118) MSEK

- Segment margin increased to 7.2% (6.3%)

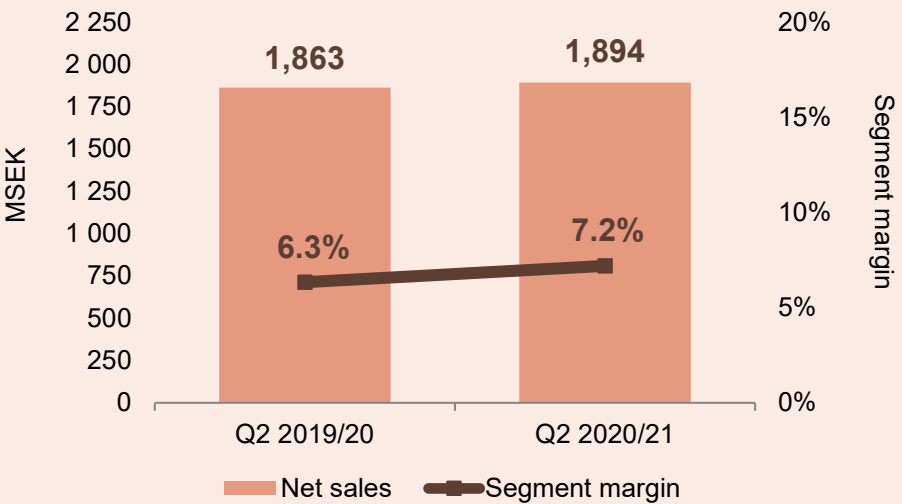
Solid public sector growth

- Sales to the public sector remained strong
- Sales to large companies declined somewhat and were negatively affected by both component shortages and delayed deliveries
- Strong sales development in Denmark and Norway

Maturing portfolio lift margins

- Improved margin within larger public sector framework agreements, as contract portfolio matures
- Good cost control
- Economies of scale due to higher volumes

Net sales and segment margin



MSEK	Q2 2020/21	Q2 2019/20	Organic growth	Q2 y/y growth
Net sales	1,894	1,863	4.9%	1.7%
Segment result	136	118	–	15.4%
Segment margin	7.2%	6.3%	–	–

Financial development – B2C

Positive sales development in the consumer segment

Net sales growth in B2C of 3.3% y/y

- Organic growth of 5.5%

Segment result improved to 15.1 (9.2) MSEK

- Segment margin at 8.6% (5.4%)

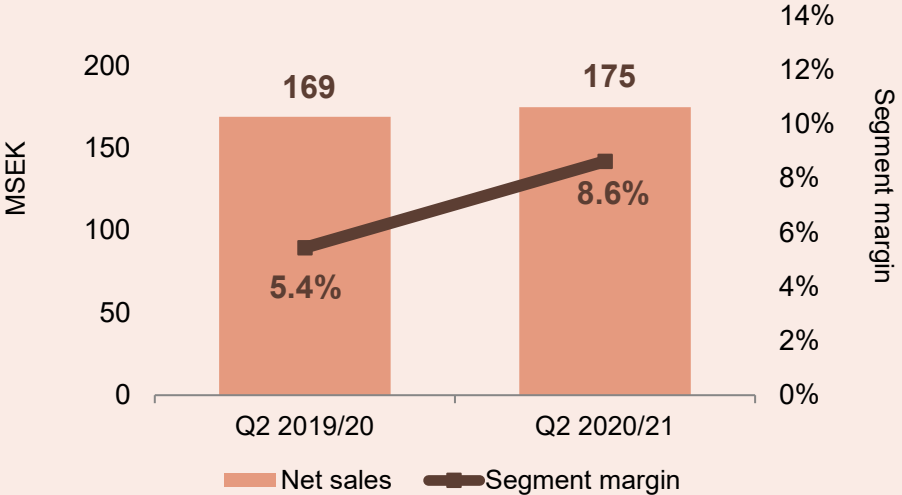
Positive segment growth

- Continued healthy demand for computer hardware such as monitors, web cameras, cables and accessories for home offices
- Strong sales performance in the Netherlands and Norway

Strong margin improvement

- Continued focus on margin ahead of volume
- Dynamic pricing model and a flexible cost base

Net sales and segment margin



MSEK	Q2 2020/21	Q2 2019/20	Organic growth	Q2 y/y growth
Net sales	175	169	5.5%	3.3%
Segment result	15.1	9.2	–	64.3%
Segment margin	8.6%	5.4%	–	–

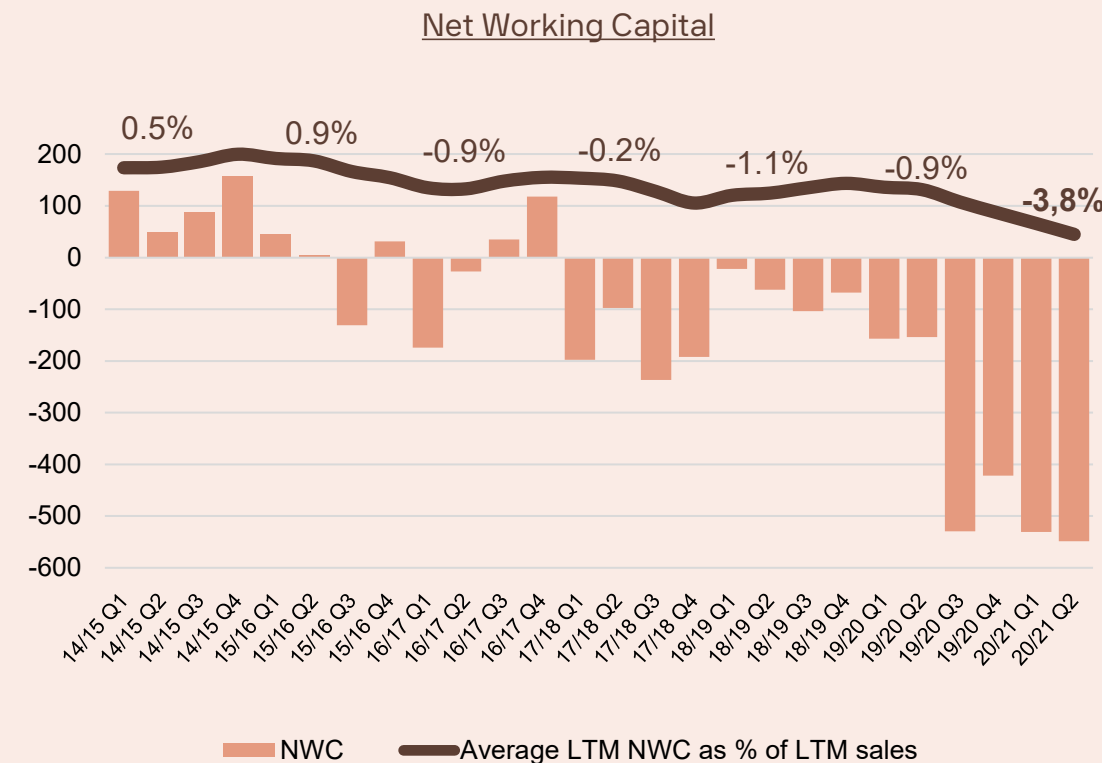
Net working capital and Leverage

Low net working capital

- Net working capital was -549 MSEK (-154)
- Inventory increased in the quarter, attributable to larger purchases made due to the risk of extended delivery times
- Accounts receivable slightly higher than last year, mainly attributable to increased business volumes and customer mix
- Accounts payable higher, mainly attributable to increased business volumes and favourable credit terms from distributors
- Tax liabilities and other current liabilities increased, due to exercised tax credits offered as a result of the pandemic
- Robust business model – even tighter relationship in turbulent times

Leverage in the lower end of the target range

- Net debt in relation to adjusted EBITDA in the past 12-month period (excluding effects from IFRS 16), was 2.0x (2.6x at the end of 2019/20)



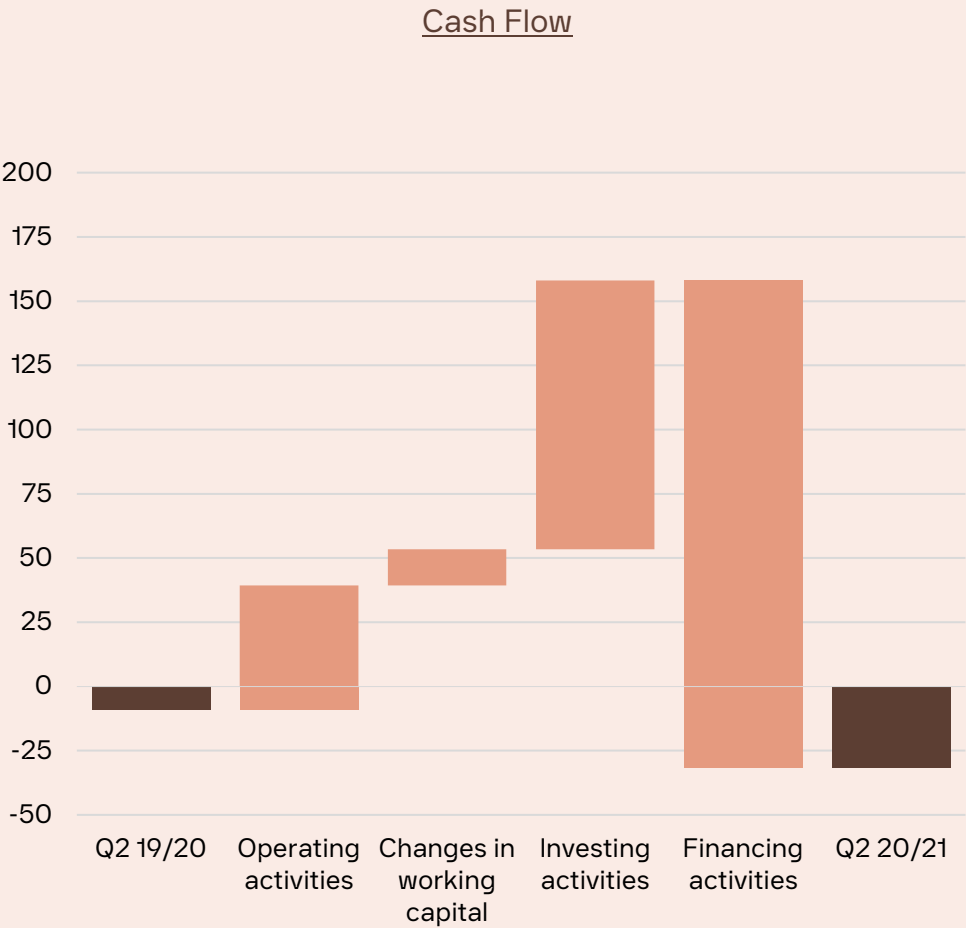
Cash flow and Investments

Strong underlying cash flow generation

- Cash flow for the quarter was -32 (-9) MSEK
- Cash flow from operating activities, before changes in working capital, was 207 (159) MSEK
- Cash flow from changes in working capital was 10 (-4) MSEK, mainly as a result of changes in receivables
- Cash flow from investing activities was -18 (-123) MSEK, where last year was affected by earn-outs paid
- Cash flow from financing activities was -231 (-42) MSEK, mainly due to new bank financing of SEK 256 million raised during the year-earlier quarter

Low investment need

- Total investments amounted to 42.7 (215.6) MSEK
- Capex related to IT development was stable at 9.1 (8.9) MSEK
- Investments in tangible and intangible assets decreased to 23.6 (191.3) MSEK, of which leased assets amounted to 19.6 (178.1) MSEK. The year-earlier quarter was affected by prolonged rental agreements
- Investments in assets related to service provision decreased to 10.0 (15.5) MSEK, of which leased assets amounted to 5.2 (10.7) MSEK



Our 2030 commitments

Climate

- Target for the year to complete transition to electricity from renewable sources at all of our premises, that 28 per cent of our sold products must carry an eco-label, and to establish a plan to reduce our total emissions in the value chain



Climate impact
Zero carbon emissions
across the value chain

0 CO₂

Circularity

- Initial focus to broaden our partnerships in all of our markets to promote increased collection of end-of-life returns for reuse and recycling



Circularity
A fully circular customer
offering

100%

Social equality

- We have identified ten activities for the 2020/21 financial year, through dialogue with our stakeholders. Examples of these are:
 - Disclosure of salary differences between the genders and an action plan to reduce these (in progress)
 - Health and safety training for our private label suppliers (in progress)
 - Training in diversity and inclusion (completed)
 - Stamp with “Factory Audited by Dustin” on private labels sold online as a guarantee for fair working conditions (in progress)
 - Form partnerships with organisations that support diversity and inclusion (in progress)
 - Competence-based recruitment training for managers (completed)
 - Work toward competitive parental leave for all employees (completed)
 - Activation of anonymised recruitment in our recruitment system (completed)



Social Equality
With our colleagues, customer,
partners and suppliers

100#

Summary of the second quarter 2020/21

Strong market position and cost focus contribute to record earnings

Net sales grew 4.0% to 3,683 (3,543) MSEK

Group organic net sales grew 6.4% in constant currency

Organic growth in SMB of 8.3%, LCP of 4.9% and B2C of 5.5%

Gross margin at 16.1% (15.7%)

Higher due to a positive product mix in hardware and our dynamic pricing model together with higher volumes and strong sales of private label products

Adjusted EBITA increased to 201 (154) MSEK

Adjusted EBITA margin of 5.5% (4.3%)

EBIT was 177 (133) MSEK

Earnings per share before dilution at SEK 1.38 (1.04)

Cash flow from operating activities of 218 (155) MSEK

Leverage of 2.0x (3.1x) in the past 12-month period (excl IFRS 16)

Operational Highlights

Closure of Dustin Business Center in Stockholm

Launch of Easy Workplace service online

Acquisition of Benelux based Centralpoint



Acquisition of Centralpoint

April, 2021
dustingroup.com

Dustin takes a leading position in the Benelux region by acquiring Centralpoint

Market leader in the region and creating an European IT powerhouse

Expanding home market paving the way for continued expansion

EPS accretive effect of more than 50% for the financial year 2019/20 on a proforma basis, including synergies¹

Significant sales and efficiency synergies

Unchanged financial targets

¹ Assuming financed by a rights issue of approximately SEK 1,200m priced at closing price as of April 12, 2021, and debt facilities in line with expectations

Strategic rationale and key facts

Strategic business rationale

- Opportunity to establish Dustin as the market leader across all customer segments in the Benelux region through combining existing operations with Centralpoint
- A strategic fit with attractive value creation opportunities
- With critical mass in the market and across all customer segments to enhance the local service offering and introduce additional value-added services in the market
- Significant sales and efficiency synergies in areas such as procurement, increased private label penetration, IT and technical platform, knowledge sharing and SMB sales
- Natural platform for continued expansion in Europe, organically and via bolt-on acquisitions

Key facts

- Centralpoint is an IT supplier with focus on hardware and software to the LCP and SMB segment in the Benelux region.
- Approx. 600 employees and presence in three locations in the Netherlands and Belgium
- Revenues amounted to approx. 7 BSEK with an EBITA of approx. 280 MSEK in 2020¹
- Market leader in the Netherlands with a market share of around 5% of the total addressable market
- Strong tender capabilities resulting in high revenue visibility
- Management will remain in their current positions

¹ Applying EUR/SEK exchange rate of 10.1778, the exchange rate as of April 12, 2021

Financial impact and expected sales and efficiency synergies

Financial impact

Combined revenue of approximately 20.4 BSEK in the past 12-month period

- Combined organic revenue CAGR of approximately 7% 2018-2020

Combined EBITA of approximately 800 MSEK in the past 12-month period

- Combined EBITA margin of approximately 4.3% 2018-2020

EPS accretive effect of more than 50 per cent for the financial year 2019/20 on a proforma basis, including full effect from the cost synergies¹

Expected sales and efficiency synergies

Dustin expects synergies in areas such as procurement, increased private label penetration, IT and technical platform, knowledge sharing and SMB online operations

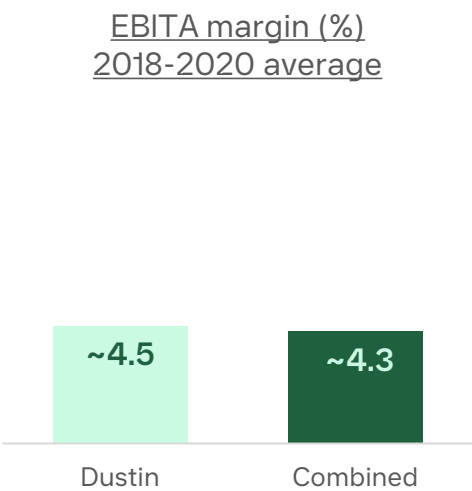
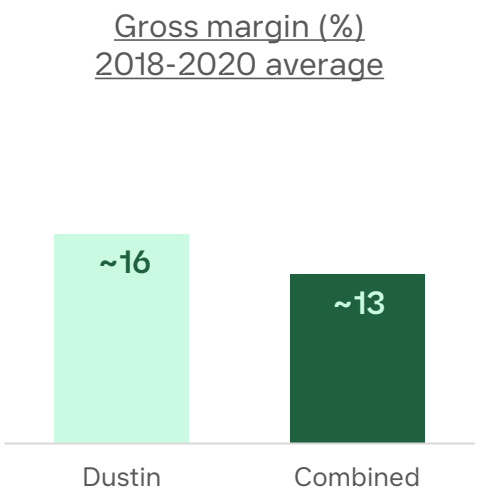
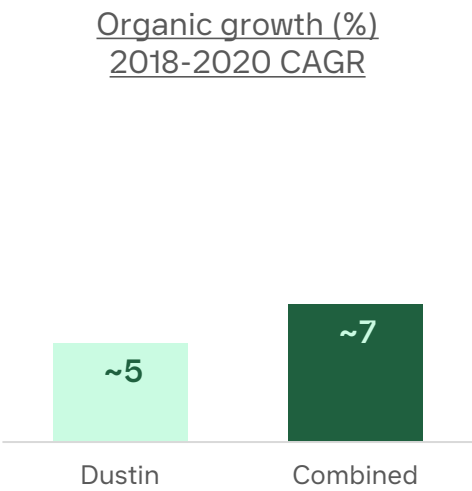
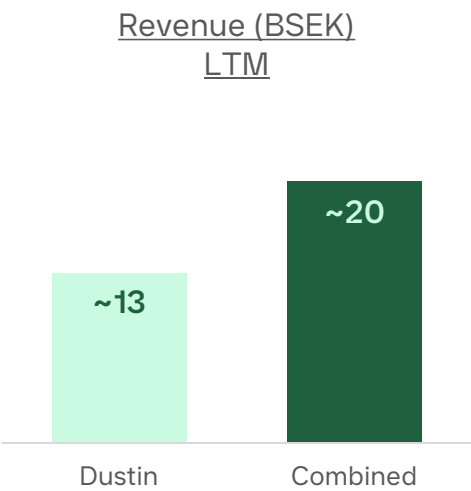
The acquisition is expected to generate annual sales and efficiency synergies of approximately SEK 150 million, fully implemented by 2023/24

Dustin expects to invest approximately SEK 50 million to accelerate the extraction of synergies. A majority of the one-off integration costs are estimated to incur during 2021/22

Operational approach

Centralpoint has an omni channel approach similar to Dustin, through a combination of consultative sales, outbound sales and online sales

Hybrid supply chain model working directly with vendors and through distributors



¹ Assuming financed by a rights issue of approximately SEK 1,200m priced at closing price as of April 12, 2021, and debt facilities in line with expectations

Centralpoint in brief

Operational summary

The leading IT supplier in Benelux, offering hardware, software as well as services and solutions to LCP and SMB customers

Formed through the combination of Infotheek, Scholten Awater and Centralpoint in 2018, originally founded in 2001

Based in Nijmegen Netherlands (HQ and NL sales office), Wijchen Netherlands (warehouse and distribution center) and Aarschot, Belgium (Belgian sales office)

Efficient and centralised logistics operations to serve the Netherlands and Belgium

A total of approximately 600 employees and around 36,000 customers across Benelux

Management will remain in their current positions

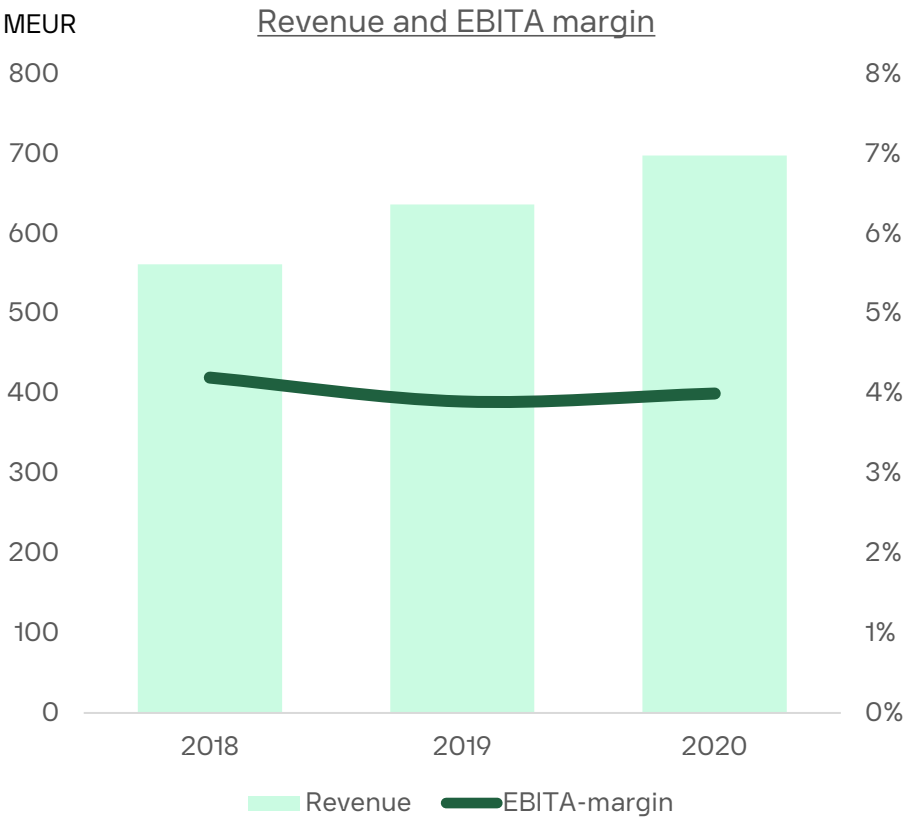
Financial summary¹

Revenue of approximately 7 BSEK in 2020

- Organic revenue CAGR of 12% 2018-2020
- Geographic revenue distribution of 93% in Netherlands (of which 87% LCP and 13% SMB) and 7% in Belgium

EBITA of approximately 280 MSEK in 2020

- EBITA margin of 4.0% in 2020



¹ Applying EUR/SEK exchange rate of 10.1778, the exchange rate as of April 12, 2021

Attractive value creation agenda to speed up ability to achieve long-term targets

Keep strong standalone Centralpoint momentum in core LCP segment and continue to deliver on the ambitious growth agenda

Realize sales and efficiency synergies both on a local and on group level

Accelerate growth in both the Nordics and Benelux through targeted capability transfers

Continue roll-up expansion in Benelux based on our proven Nordic recipe

Unchanged financial targets

Growth

Average annual organic growth rate of 8 per cent over a business cycle

Margin

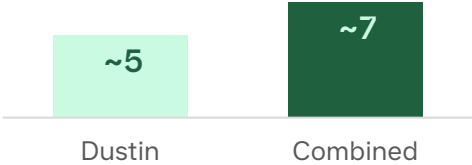
Increase the adjusted EBITA margin over time, and to achieve an adjusted EBITA margin of between 5 and 6 per cent in the medium term

Capital structure

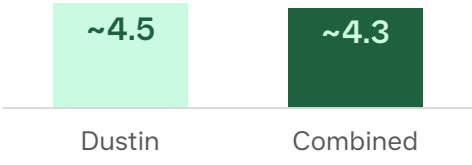
Maintain a net debt of 2–3x adjusted EBITDA for the past 12-month period

- As of Q2 2021, Dustin's leverage was 2.0x net debt/EBITDA LTM
- Immediately following the closing of the acquisition and the Issue in Kind, Dustin expects its proforma net debt/EBITDA LTM to be approximately 4.5x
- Following the intended Rights Issue, Dustin expects its proforma net debt/EBITDA LTM to be approximately 3.3x

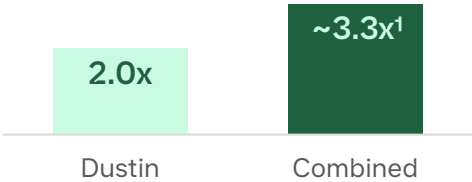
Organic growth (%)
2018-2020 CAGR



EBITA margin (%)
2018-2020 average



Net debt/adjusted EBITDA
as of Q2 20/21



¹ Following the Issue in Kind and the intended Rights Issue

Intention to propose a share issue paving the way for continued expansion and synergy extraction

Transaction summary

- A total consideration of EUR 425 million (corresponding to SEK 4,326 million¹) on a cash and debt free basis (Enterprise value) from Infotheek Holding B.V.
- The acquisition multiple corresponds to an EV/EBITA (adj.) LTM of approximately 15x excluding synergies and approximately 10x assuming full impact of synergies
- Total consideration comprises 8,254,587 newly issued shares in Dustin and the remaining part in cash financed through increased debt facilities
- The subscription price in the Issue in Kind will be SEK 92.57 per share, totalling SEK 764 million²
- Closing of the acquisition is subject to customary closing conditions, including clearance from the Dutch competition authorities

Financing

- Secured bridge financing with Swedbank (maturity of 24 months) to finance cash consideration
- Intention to propose a Rights Issue of approximately SEK 1,200 million with preferential rights for existing shareholders, as part of the long-term financing of the acquisition
- The EGM to resolve upon the authorisations for the Board to resolve upon the Issue in Kind and the Rights Issue will be held on 18 May 2021
- Dustin's two largest shareholders, Axel Johnson AB and AMF Fonder, representing in aggregate 40% of the shares, have undertaken to vote in favour of the authorisations at the EGM
- Axel Johnson AB and Infotheek Holding B.V. have undertaken to subscribe for their pro rata share in the rights issue and AMF Fonder has expressed their intention to subscribe for its pro rata share

¹ Applying EUR/SEK exchange rate of 10.1778, the exchange rate as of April 12, 2021

² Determined as the volume-weighted average price of Dustin's share during the last ten trading days

Summary of the acquisition

Market leader in the Benelux region paving the way for continued expansion

Combined LTM revenue of around 20 BSEK and EBITA of around 800 MSEK

EPS accretive effect of more than 50% for the financial year 2019/20 on a proforma basis, including synergies¹

Significant sales and efficiency synergies

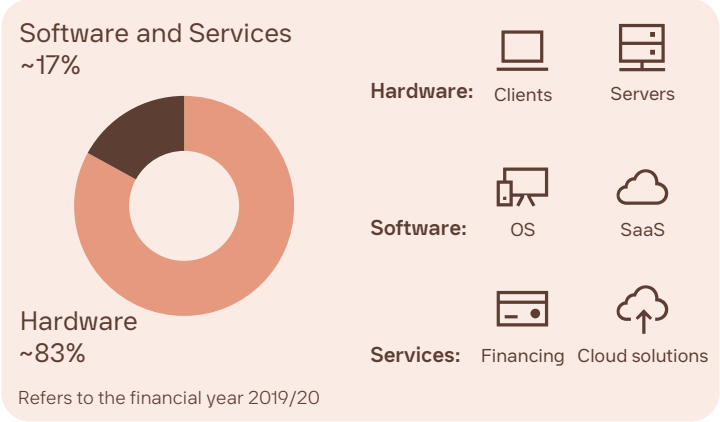
Unchanged financial targets

¹ Assuming financed by a rights issue of approximately SEK 1,200m priced at closing price as of April 12, 2021, and debt facilities in line with expectations

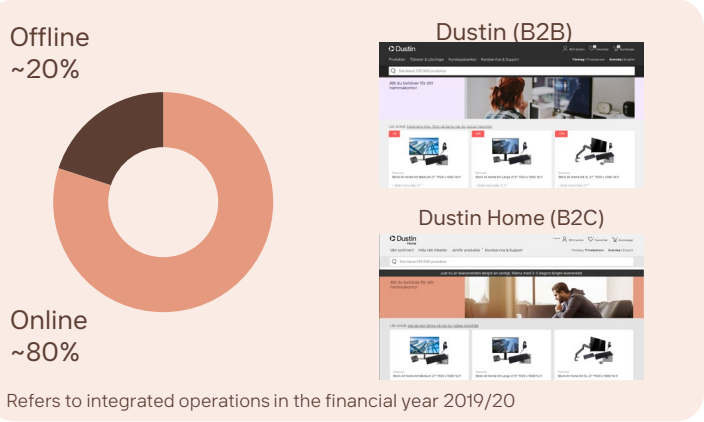
Corporate presentation

Dustin at a glance

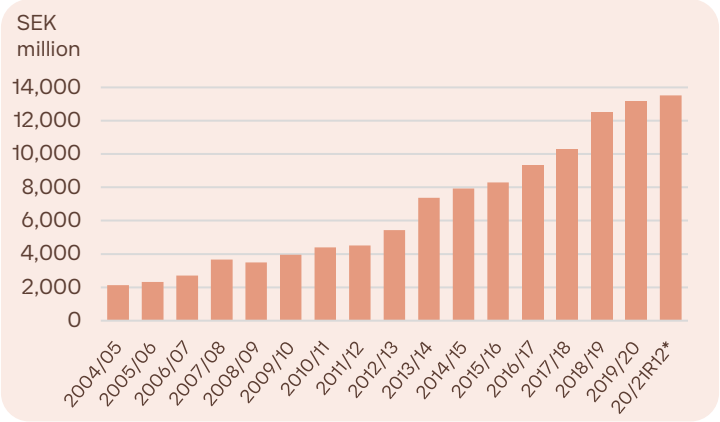
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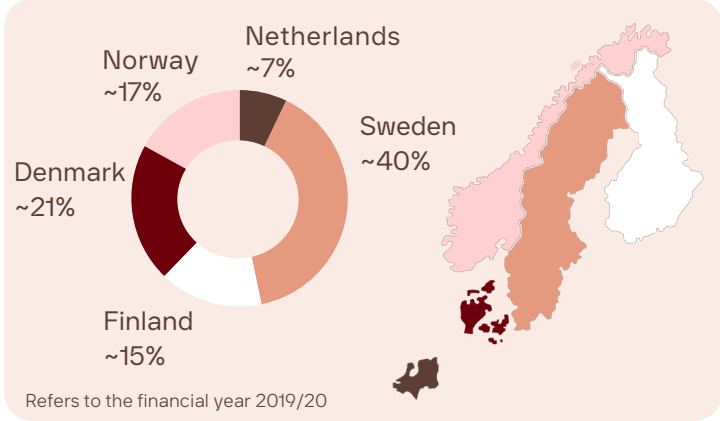
...sold online...



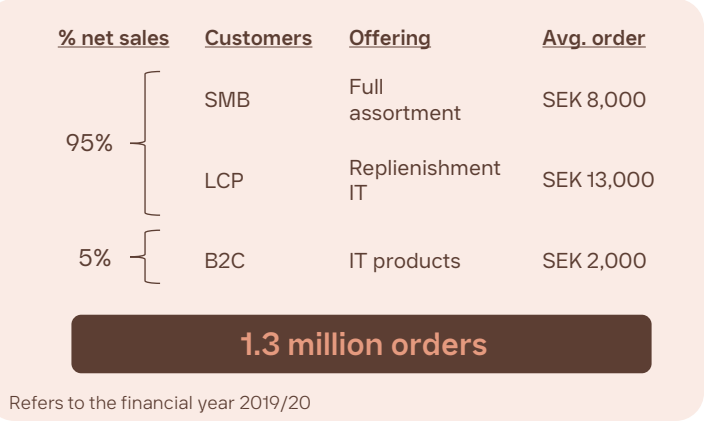
Net sales



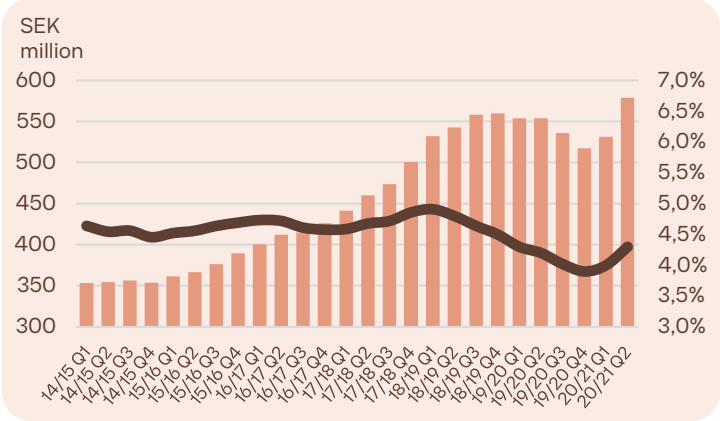
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...to B2B customers



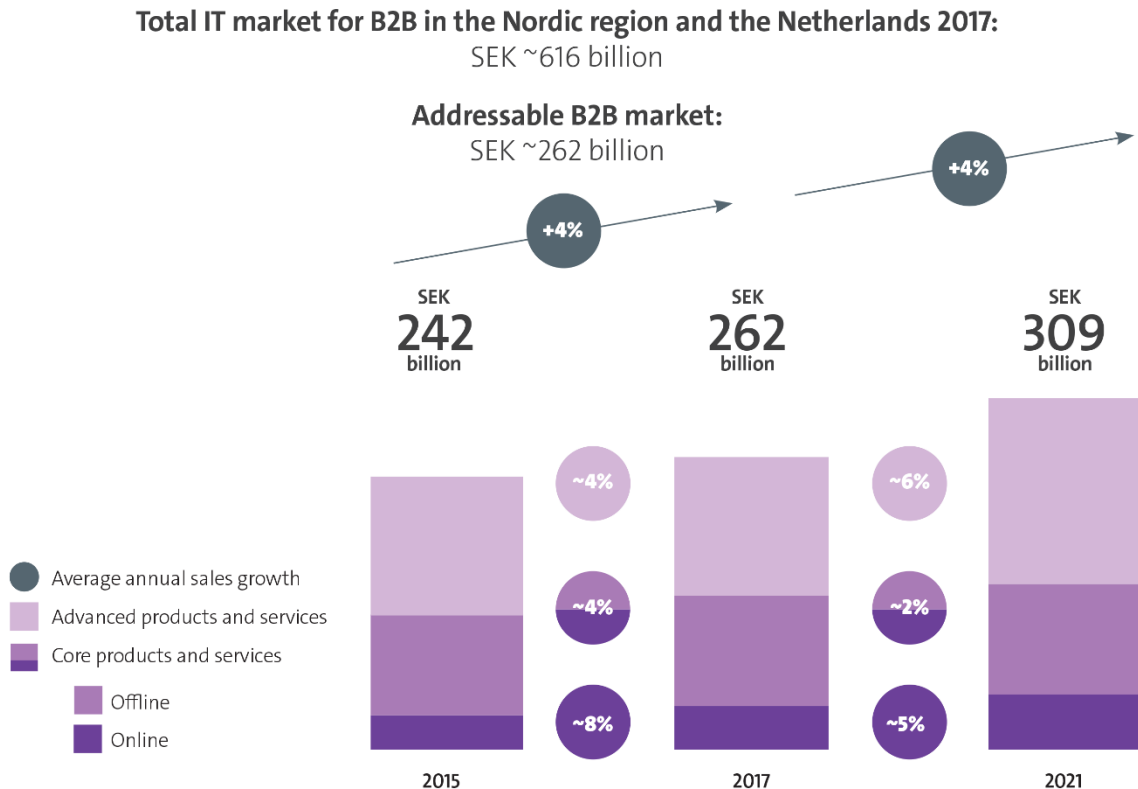
Adjusted EBITA and margin, R12*



* R12 refers to 12 month rolling

High growth position in a large market

Large and fragmented addressable market



Key market trends

- ✓ Increased share of sales online
- ✓ Increased demand in mobility, cloud and security
- ✓ Rising demand for sustainable IT
- ✓ Digitalisation increases importance of IT in organisations

Dustin share of addressable market

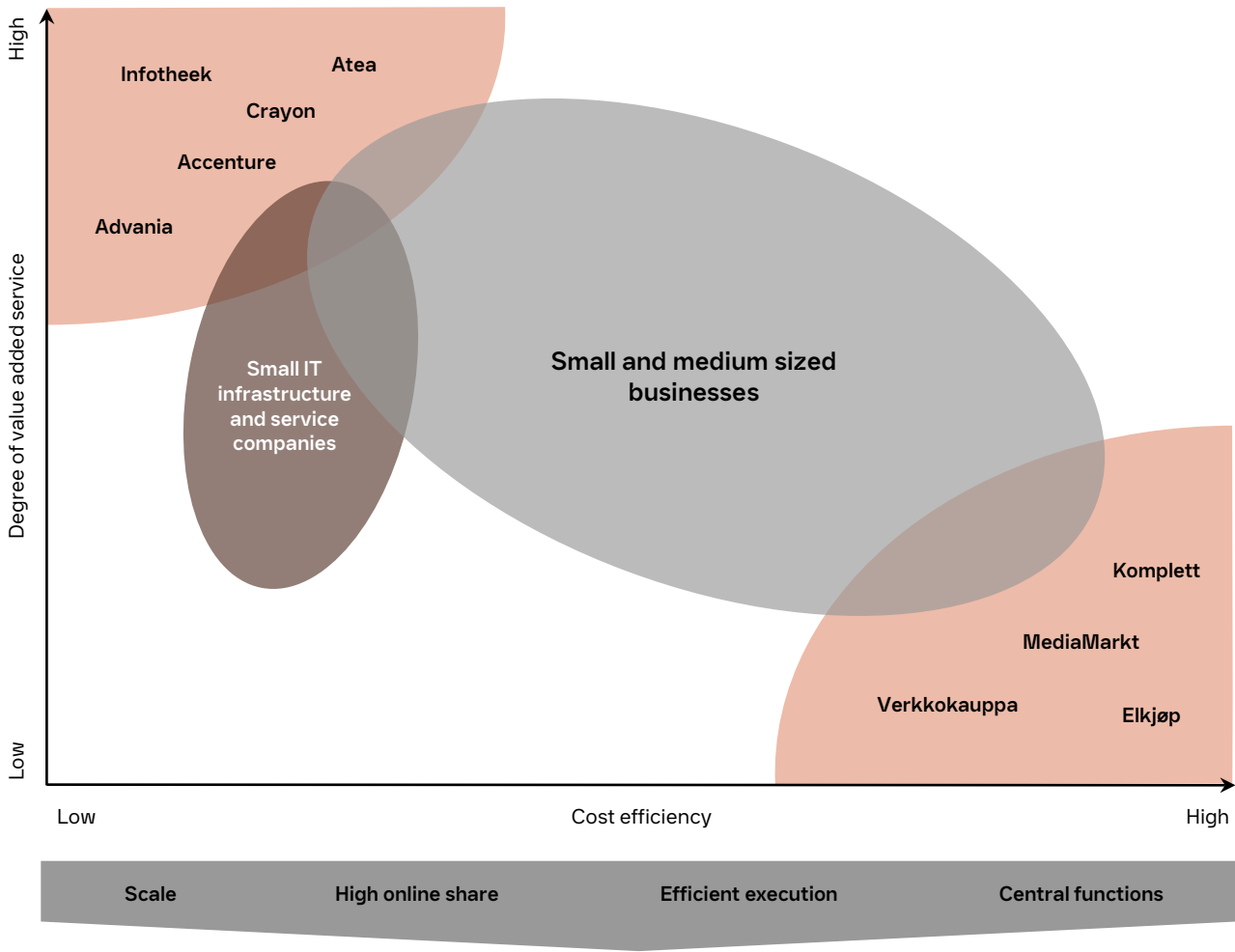
- ✓ Market share Nordics ~7%
- ✓ Market share Netherlands ~1%

*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's estimates based on market data from IDC and market analysis from a senior advisor.

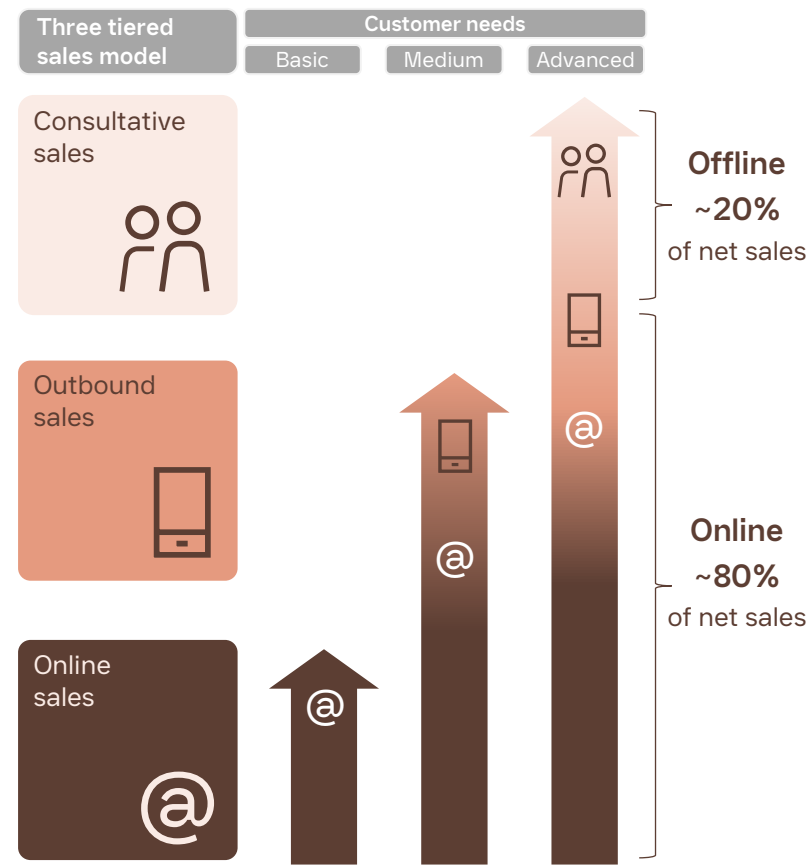
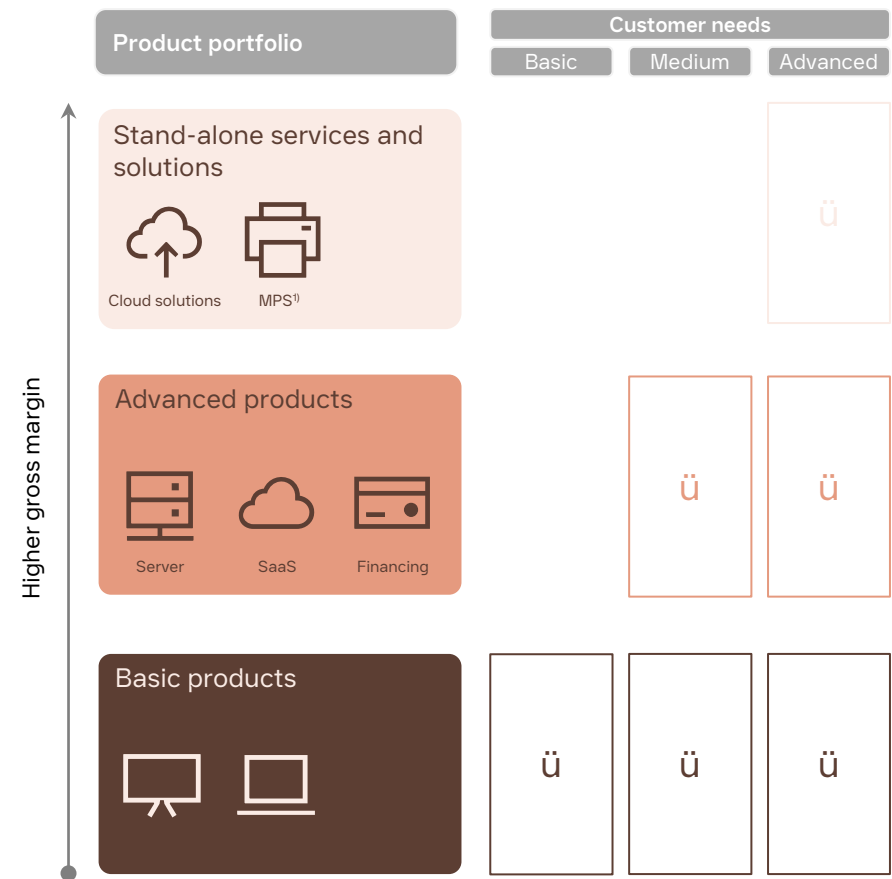
A unique position in the SMB segment



- ☐ Dustin's focus areas
- ☐ Non SMB related services

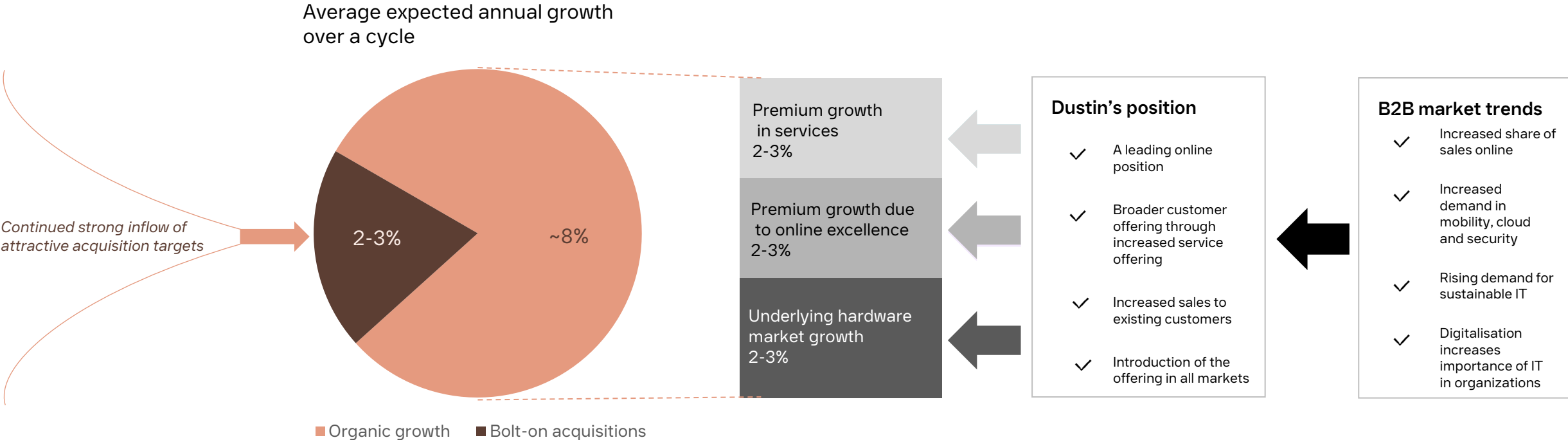


Multi-channel approach to drive growth and margins



Positioned to outgrow the market supported by strong market trends

Total growth over a cycle of ~10% of which organic ~8% and bolt-on acquisitions 2-3%

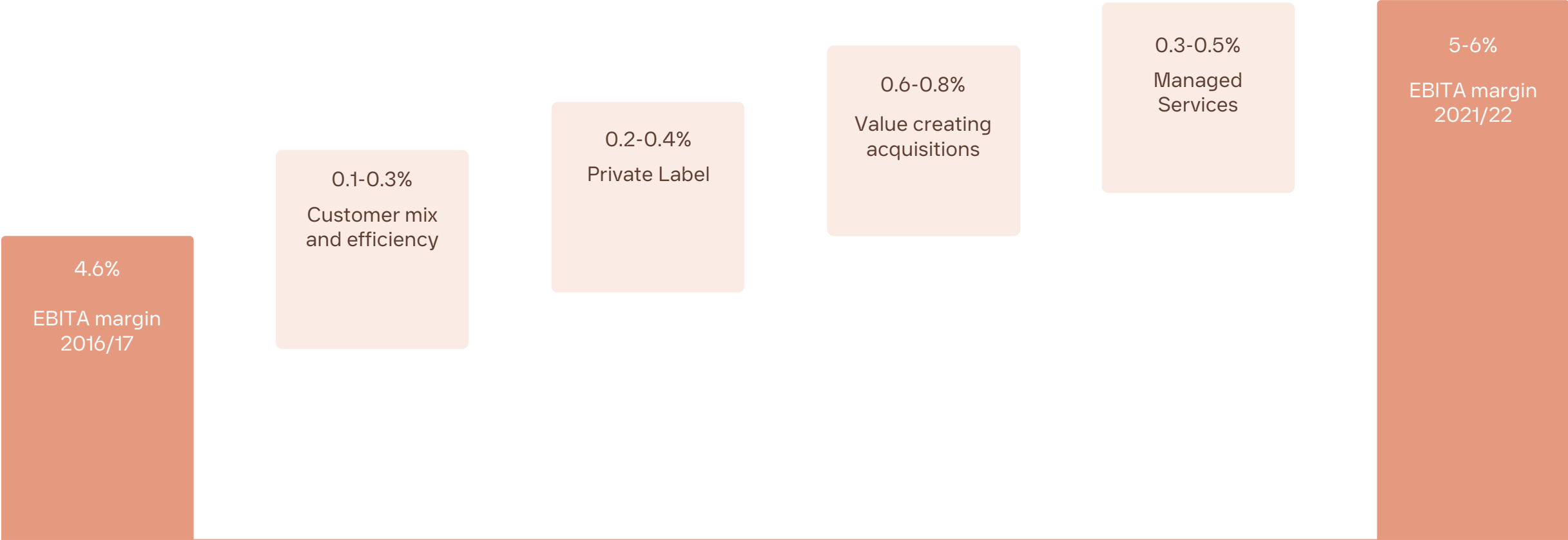


Source: Dustin's estimates based on market data from IDC and market analysis from a senior advisor.

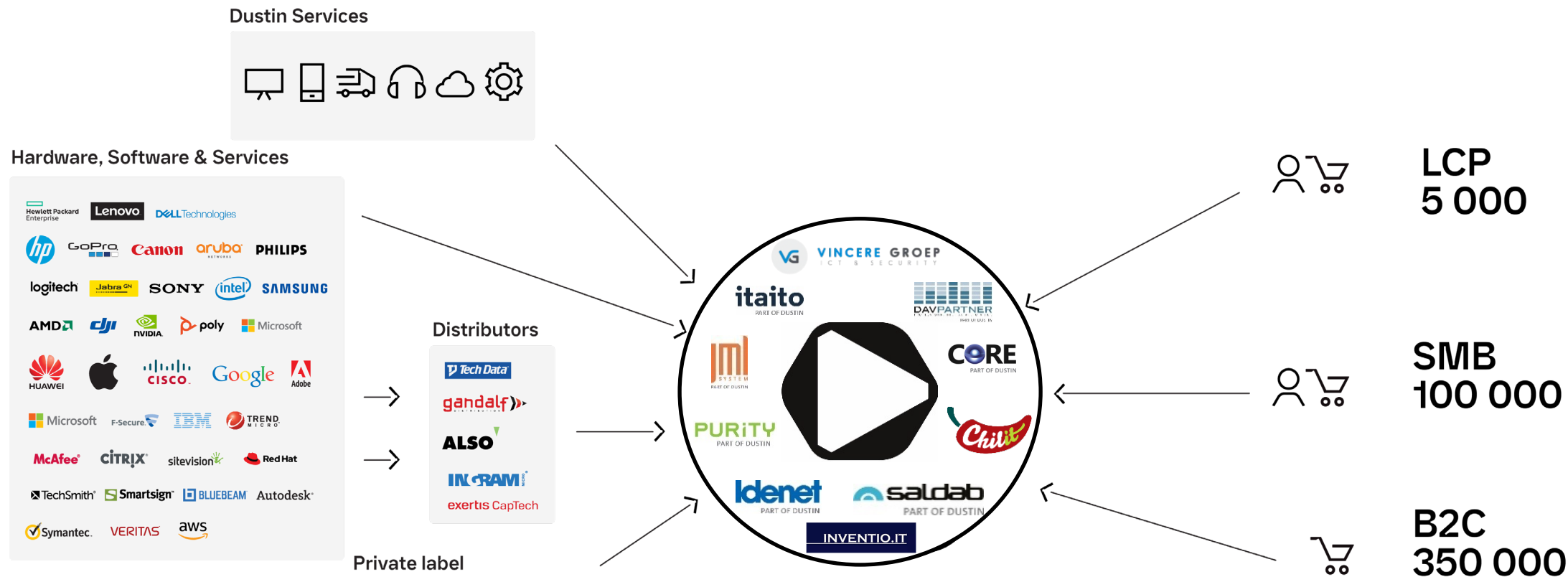
Our five-year plan to increase growth



Our five-year plan for margin expansion

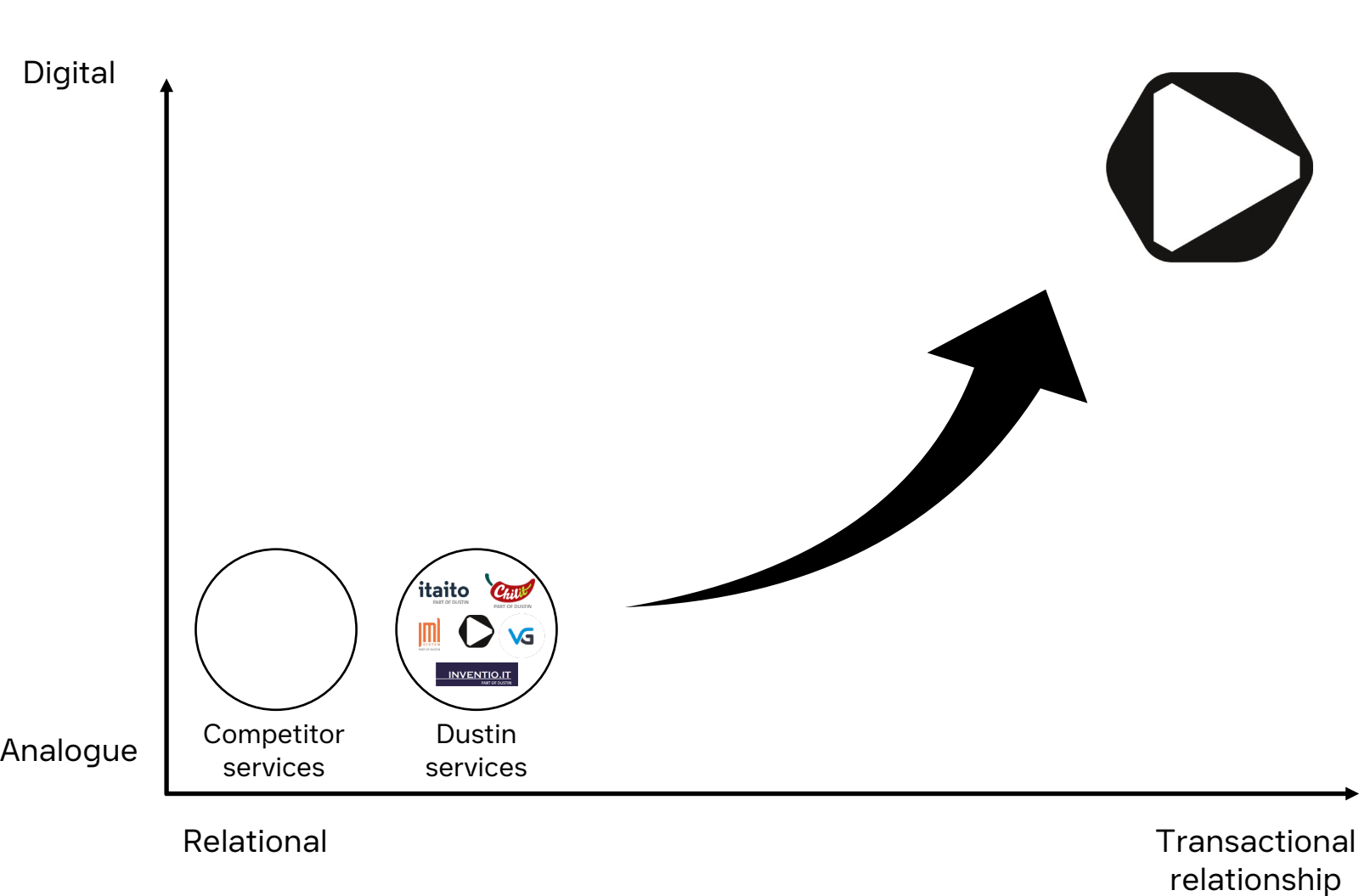


Our position in the value chain



A large number of suppliers ... > ... need an aggregator to interact with ... < ... a large number of customers

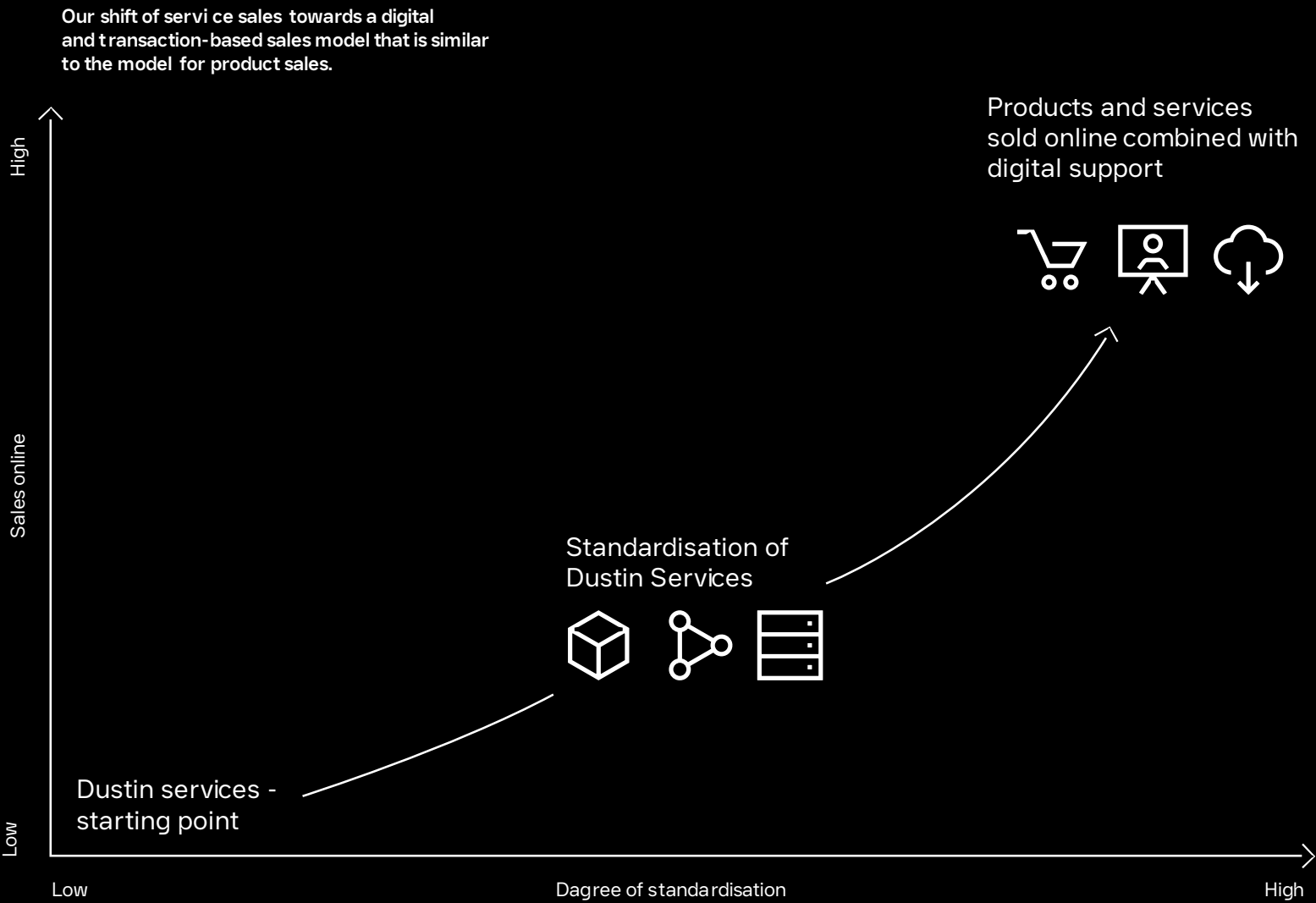
Our position



Opportunities and strengths

- ✓ Services are primarily sold in a relational, analogue, non-standardised and non-scalable way
- ✓ Strong demand in access anytime and anywhere is pushing digital and online behaviour - accelerated by rapid change in behaviour due to the coronavirus
- ✓ Opportunity to utilise our strong digital and low cost sales model to sell and deliver services online
- ✓ Trusted partner with strong reputation
- ✓ Strong online presence
- ✓ A unique - *digital* - relationship to 100,000+ customers

Our way forward



Our delivery model

Our delivery model for cost-effective production, delivery and operation

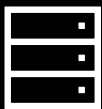
Central service production



Standardised services



Harmonised processes



Uniform data centre structure

Central logistics centre



Close collaboration with distributors



Wide offering



Automated warehouse robot solution



Digital presence



Digital delivery



Physical delivery

Products and standardised services provided
on our strong online platform



Updated brand platform

Our promise

We keep things
moving

Our vision

To help our
customers stay in
the forefront

Our mission

To provide the right
IT solution, to the
right customer and
user.

At the right time.
At the right price

Our guiding direction

Enabling the
circularity
movement

Financial targets

Growth

Dustin's target is an average annual organic growth rate of 8 per cent over a business cycle. In addition to this, Dustin intends to grow through acquisitions.

Margin

Dustin's target is to increase the adjusted EBITA margin over time, and to achieve an adjusted EBITA margin of between 5 and 6 per cent in the medium term.

Capital Structure

Dustin's capital structure should enable a high degree of financial flexibility and provide scope for acquisitions. The company's net debt target is a 2.0-3.0 multiple of adjusted EBITDA for the past 12-month period.

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

Thank you

 Dustin