Bechtle AG – Capital Markets Day 2022
Internationalization Strategy.

Konstantin Ebert, E-Commerce Holding AG
Dr. Karl-Heinz Kramer, Bechtle AG
Successful focus on segments.

- **Systemhaus & Managed Services**
  - Regional focus on Germany, Austria and Switzerland and supporting international customers
  - Customer proximity through a decentralized network
  - Service Factory und Multi Cloud competencies

- **E-Commerce**
  - Regional focus on 14 european markets including Germany, Austria and Switzerland
  - Centralized sales structure through e-commerce and inside sales
  - Several established brands
  - Limited Service Delivery through partner network
  - Focus on transactional business
Evolution of our business model in E-Commerce.

<table>
<thead>
<tr>
<th>Today.</th>
<th>Procurement excellence</th>
<th>Transactional business</th>
<th>Service Partner Network</th>
<th>Modern Workplace Solutions</th>
<th>Modern Meeting Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>But, also today.</td>
<td>Centers of Excellence</td>
<td>Device as a Service</td>
<td>Cloud seats</td>
<td>Managed Print Services</td>
<td>HPC</td>
</tr>
<tr>
<td>Tomorrow.</td>
<td>Hybrid Cloud</td>
<td>Cloud Consulting</td>
<td>Infrastructure</td>
<td>Security</td>
<td>Managed Services</td>
</tr>
</tbody>
</table>
E-Commerce – Revenue across Europe.

Revenue in €m in 2021

- **FR**: 806.8
- **NL**: 421.3
- **UK**: 111.4
- **BE**: 106.6
- **ES**: 54.8
- **FR**: 106.8

These figures represent the revenue generated in various European countries in €m for the year 2021.
Bechtle’s strong M&A track record is the basis for executing our new regional direction.
Netherlands.
Netherlands – Revenue development per year.

Revenue in €m w/o PQR

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (€m)</th>
<th>Change (+/-%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>236.6</td>
<td>(+32%)</td>
</tr>
<tr>
<td>2018</td>
<td>312.4</td>
<td>(+14%)</td>
</tr>
<tr>
<td>2019</td>
<td>356.5</td>
<td>(+4%)</td>
</tr>
<tr>
<td>2020</td>
<td>371.7</td>
<td>(+13%)</td>
</tr>
<tr>
<td>2021</td>
<td>421.3</td>
<td>(+13%)</td>
</tr>
</tbody>
</table>
Netherlands – Brand and coverage overview until May 2022.
Where we stand and how we close the gap.

Our strengths
- Regional coverage
- Service Sales and MPS
- Cloud seats

Our areas of growth
- (Multi/Hybrid) Cloud Infrastructure solutions
- Security
- Managed Services
- Large Enterprise and Public Technology Expertise

Close the gap
Our approach in the Netherlands.

What are we looking for?

- Companies operating as a system house and offering a wide portfolio of services and solutions on the IT market with focus topics like:
  - Infrastructure (IaaS)
  - Multi Cloud / Cloud Consulting
  - Security
  - Managed Services
  - Target size > 40 €m turnover
- Suitable add-ons for our existing businesses, i.e.
  - Modern Workplace
  - Modern Meeting
- „Specialists“
  - Application Solutions
  - PLM

What have we done?

- Review of acquisition ideas from among the local management teams
- Extensive networking with banks and M&A advisors and communication of our new regional direction

First Step: Acquisition of Cadmes

- Acquired in August 2021
- Revenues of 17 €m with 100 employees
- Solidworks-Reseller
PQR Holding B.V., NL-Utrecht.

IT Infrastructure Specialist

- Founded in 1990, located in Utrecht; exclusively active in the Netherlands
- Revenue 2021: **100 €m** with 170 employees
- PQR with leading position in the Public Sector (~ 75% of Rev.)
- **Portfolio:**

  **Operate**
  - Operate consists of recurring revenue from *managed service* contracts including services such as HaaS (hardware as a service), scheduled updates, maintenance, customer advise, call centre, etc.
  - Operate also includes *BreakFix* revenues (single point of contact taking care of the IT issues)

  **Managed Services + BreakFix**

  **Design & Build**
  - **IT Consulting**
    - D&B relates to *IT consulting services* such as advisory, project management and implementation. D&B revenue is generally project-based and mostly based on a hours times rate model.
    - D&B project often precede Operate revenues

  **Solutions**
  - Solutions relates to the *sales of IT products* (hardware, software, maintenance contracts, and related items).

- Signing: 5th May 2022; Closing: 3rd June 2022
- Sellers: Private Equity Investor *Intersection* and management team
- **Management:**
  - Management team with **high M&A affinity**
    - 1st add-on acquisition 26th July 2022
    - Revenue: **17 €m** with 22 employees
    - HPE and Aruba Focus

18.10.2022 | Bechtle AG | Capital Markets Day 2022
Netherlands – Brand and coverage overview.
France.
France – Revenue development per year.

Revenue in €m

- 2017: 152.3 (+137%)
- 2018: 360.6 (+94%)
- 2019: 700.7
- 2020: 690.7 (-1%)
- 2021: 806.8 (+17%)
France – Brand overview.
Where we stand and how we close the gap.
Our approach in France.

- Engagement of a **financial advisor** with a buy-side mandate to screen the French IT Services market and to approach of suitable targets:
  - Sweet spot: > 60 to 70 €m of revenue
  - **System-integrated** (cloud ecosystem - AWS, Microsoft, etc; server/networking projects, etc.), not too specialized
  - Client size: above 50 seats
  - Ideally with a diversified client base (public vs. private, size)
  - Active management that would stay after the transaction

- Review of acquisition ideas from among the local management teams, esp. for **suitable add-ons**

- Participation in **structured sales processes**
More to come soon...
Summary.

- **2021**: New strategic regional approach decided
- Definition of focus markets and target criteria
- **Delivered** 2021 (Cadmes) and 2022 (PQR and Axzes)
- Next steps
  - Increase focus on **UK** and **Spain**
  - Drive further **follow up acquisitions**
  - **Leverage acquired targets** across local market
Any questions?

All key figures and information can also be found at: bechtle.com/reports