



**esprinet**<sup>®</sup>  
enabling your tech experience

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TP Icap Midcap Conference 2024

May 23, 2024

# Forward Looking Statement

This presentation may contain forward-looking statements that are subject to risks and uncertainties, including those pertaining to the anticipated benefits to be realized from the proposals described herein. Forward-looking statements may include, in particular, statements about future events, future financial performance, plans, strategies, expectations, prospects, competitive environment, regulation, supply and demand. Esprinet has based these forward-looking statements on its view and assumptions with respect to future events and financial performance. Actual financial performance could differ materially from that projected in the forward-looking statements due to the inherent uncertainty of estimates, forecasts and projections, and financial performance may be better or worse than anticipated. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. The information contained in this presentation is subject to change without notice and Esprinet does not undertake any duty to update the forward-looking statements, and the estimates and the assumptions associated with them, except to the extent required by applicable laws and regulations.

# AGENDA

The Company

The Industry

Addressing the Concerns

Exploiting the Opportunities

Q1 2024 Results



# THE COMPANY



# #1 Tech Enabler in Southern Europe

ESPRINET GROUP IS AN ITALIAN MULTINATIONAL LEADER IN THE DISTRIBUTION OF HIGH-TECH PRODUCTS, IN THE SUPPLY OF APPLICATIONS AND SERVICES FOR DIGITAL TRANSFORMATION AND GREEN TRANSITION



20+ years in business,  
3 main geographies:  
Italy, Spain & Portugal

Strong SMB and  
mid-market focus  
29k customers

Working to provide  
the best customer  
satisfaction

The most complete  
Tech product range  
with 800 brands



## Euronext Milan listed

Esprinet S.p.A. listed on  
the Italian Stock  
Exchange in 2001



## 2023 Sales 4.0 B€

Esprinet S.p.A. undisputed market  
leader with a strong track record  
as a consolidator



## Consistent Growth

Historical stable flow of profitability:  
544 M€ of cumulated Net Profit and  
189 M€ of cumulated dividends  
since 2001<sup>(\*)</sup>



## ~1,800 people

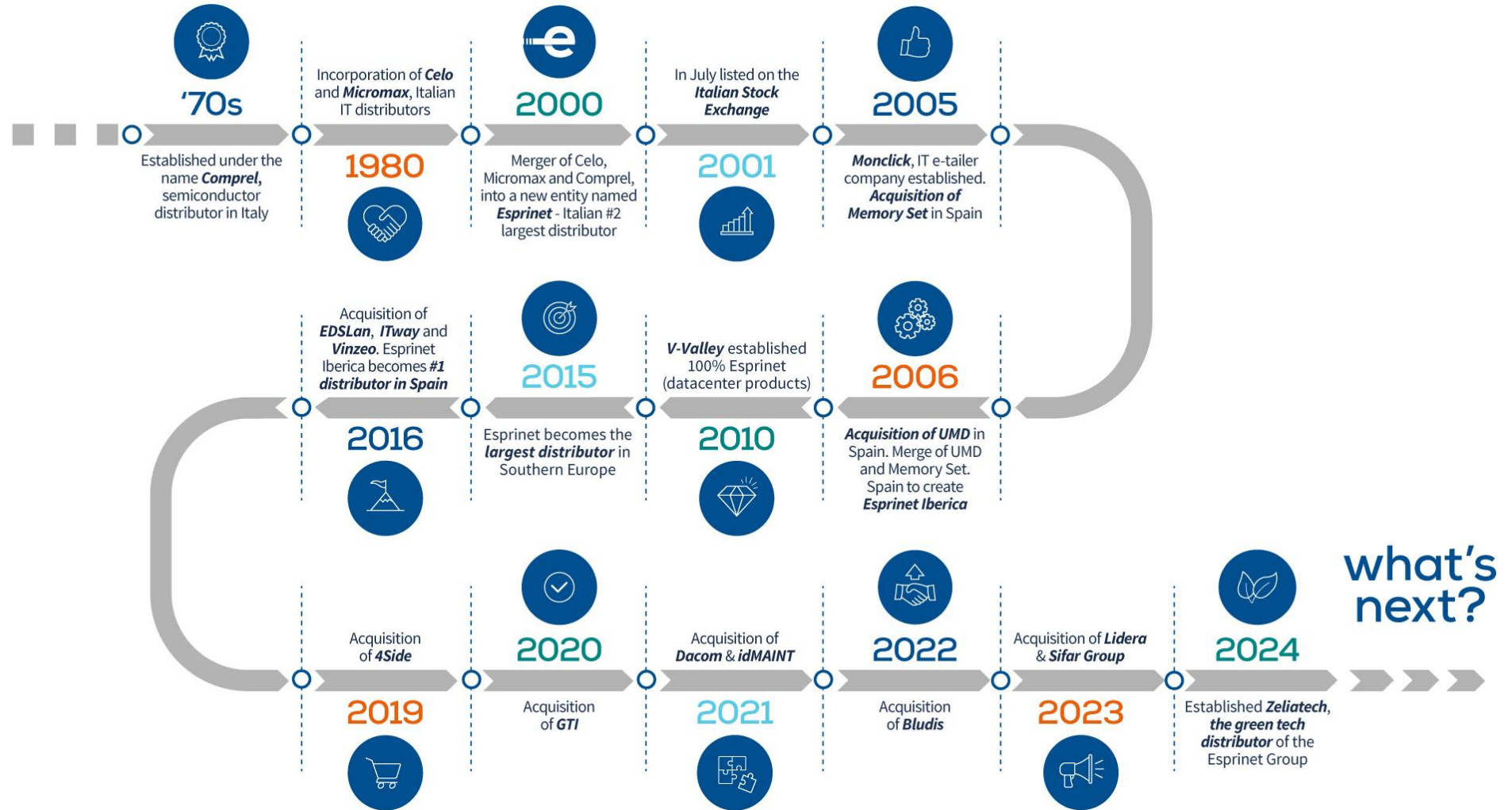
53% female  
47% male






## Strong Capabilities

130,000 SKUs available  
Highly efficient logistics  
processes and systems  
With +174,000 sqm of warehouses

# Building the Future on a 20+ Year Legacy



# Strong & Leading Market Position

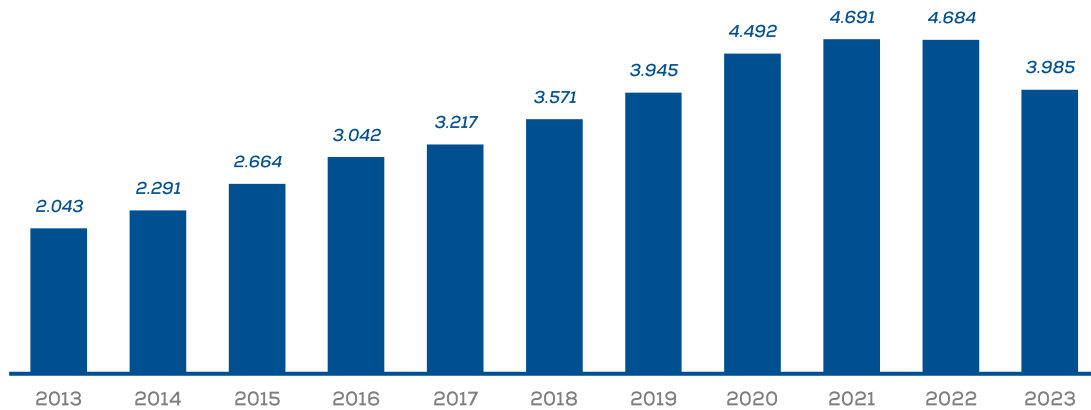
COMPANY	SALES 2023 (M/€)	SHARE			
<b>Esprinet</b>	<b>3.986</b>	<b>21%</b>	•	•	•
Tech Data	3.451	18%	•	•	•
Ingram Micro	2.440	13%	•	•	•
Computer Gross	2.337	12%	•		
Arrow ECS	1.223	6%	•	•	
MCR	518	3%		•	
Attiva	493	3%	•		
Datamatic	384	2%	•		
Exclusive Networks	381	2%	•	•	
CPCDI	258	1%			•
Inforpor	213	1%		•	
Depau	200	1%		•	
JP Sa Couto (Also)	187	1%			•
Brevi	178	1%	•		
DMI Computer	145	1%		•	
Globomatik	111	1%		•	
Ticnova	108	1%		•	
Inforisa	107	1%		•	
Others	2.099	11%	•	•	•
<b>Total (*)</b>	<b>18,819</b>	<b>100%</b>			



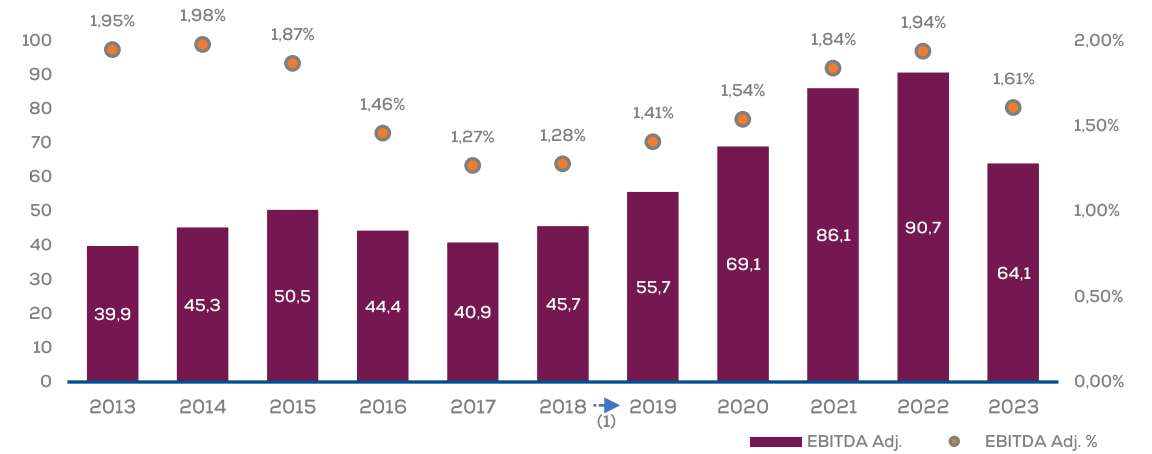
(\*) Based on Company estimates on Context data: conversion from Context panel sales to total distri sales assuming Context Panel represents around 90% of total consolidated distri sales. Adjustment applied to Context panel gross sales of 6.5% (from gross revenue to net revenue).

# Consolidated Results Over the Last Years

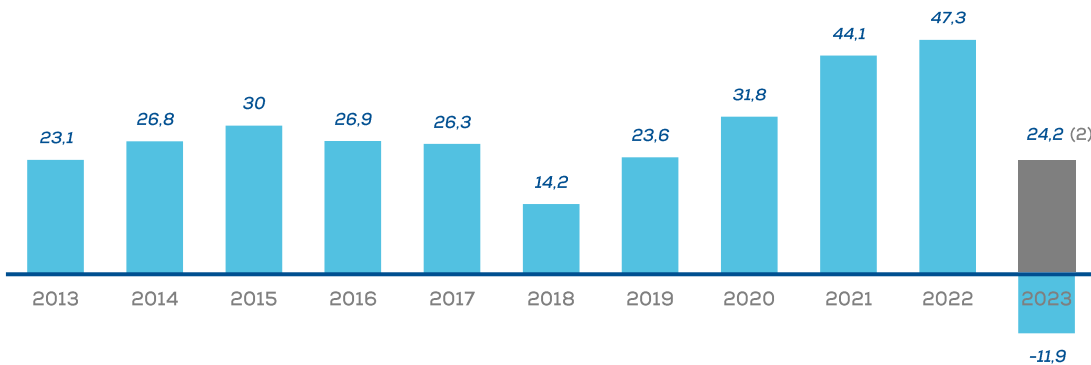
## SALES (EUR/million)



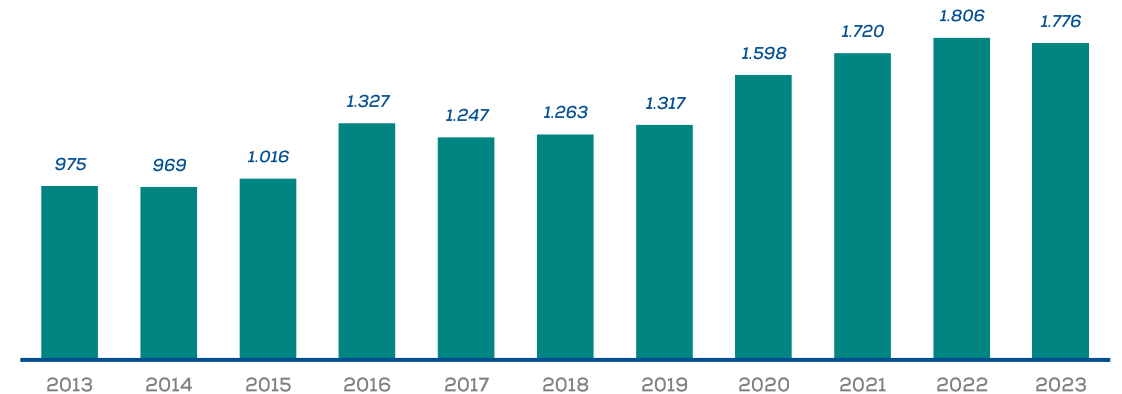
## EBITDA ADJ. (EUR/million)



## NET PROFIT (EUR/million)



## PEOPLE



(1) From 2019 the numbers represented are post-application of accounting standard IFRS 16.

(2) Net Profit Adjusted, gross of Euro 36.1 million mainly incurred by Esprinet S.p.A. in relation to the final agreement reached with the Italian Tax Authorities aimed at settling the VAT claims in relation to tax periods from 2013 to 2017.





# THE INDUSTRY



# The Tech Ecosystem



## PRODUCTS

- **SCREENS:** Pcs, tablets & smartphones
- **DEVICES:** Printing, monitors, components, accessories, white goods, gaming, other CE product
- **SOLUTIONS & SERVICES:** Servers, storage, networking, cybersecurity, software, cloud, autoID, video Surveillance, energy & cabling, services

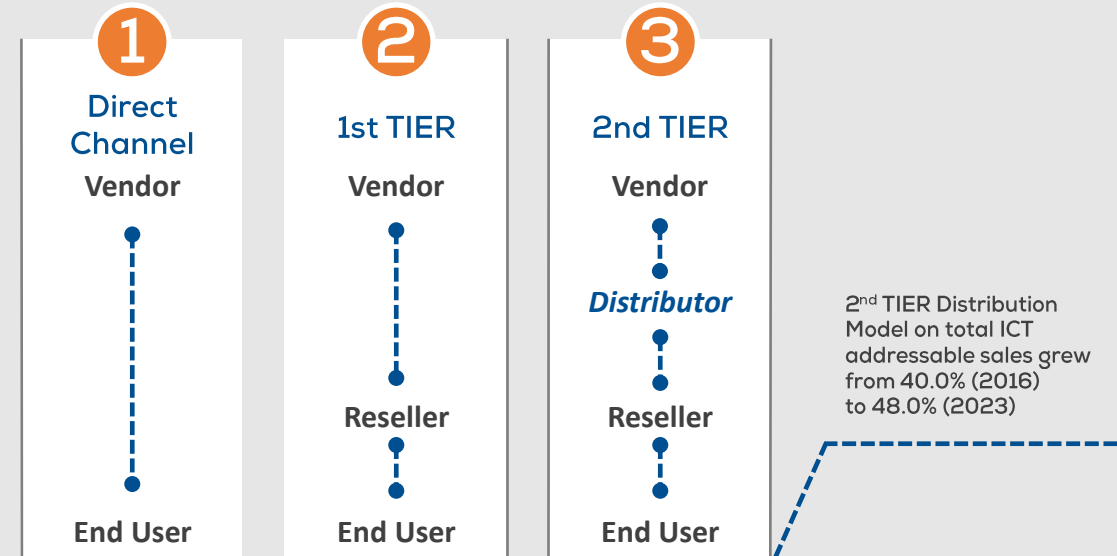


## PLAYERS

- **VENDORS:** producers of ICT services and/or products (i.e. Apple, HP, Lenovo, Microsoft, Intel, Cisco, Samsung, Dell)
- **DISTRIBUTORS:** entities such as Esprinet providing logistics, storage, credit and a wide range of other services (marketing, advisory, IT & digital services) and enabling the flow of goods and services along the tech ecosystem
- **RESELLERS:** entities serving the end-users. A distinction is made between IT reseller/System Integrators (i.e. Bechtle, Cancom, Econocom, Altea, Computacenter, Accenture, NTTData etc.) and Retailer&E-tailers (i.e. Ceconomy, Amazon, Auchan, Carrefour, El Cortes Ingles, Worten, Fnac/Darty)
- **END USERS:** individuals & companies



## Distribution Model



2<sup>nd</sup> TIER Distribution Model on total ICT addressable sales grew from 40.0% (2016) to 48.0% (2023)

ICT	19.0 B/€ (52%)	17.3 B/€ (48%)	36.3 B/€	EXISTING ADDRESSABLE MARKET
White Goods	12.0 B/€ (89%)	1.5 B/€ (11%)	13.5 B/€	POTENTIAL GROWTH
Total	31.0 B/€ (62%)	18.8 B/€ (38%)	49.8 B/€	

# Vast Market Opportunity

IN THE COMING YEARS, THE DIGITAL TRANSFORMATION TREND WILL CONTINUE TO DRIVE A STRONG INCREASE IN SPENDING ON TECHNOLOGY AND THE DISTRIBUTION CHANNEL WILL REMAIN STRONG IN THE CHOICE OF SUPPLIERS' GO-TO-MARKET STRATEGY.

- **Key industry for digital transformation**
- Despite the economic crisis and political uncertainty, the **tech sector remains a powerful choice for business growth**. As such, organizations should continue to take the opportunity to initiate change by increasing investment in technology.
- **Sector analysts believe that the ICT market is now ready to return to growth**, exceeding GDP growth.
- **Growth in the Infrastructure Hardware segment**, essential in the digital transformation path and reinforced by the massive multi-year government investment for Recovery and Resilience Plans, is **likely to continue with lower rates** than in the recent past. **Software demand will likely be stronger**.
- **Product innovation, linked above all to Artificial Intelligence**, will be another important driver: not only for the investments in data centers and software, but during the year clients (PCs & smartphones) equipped with artificial intelligence will also be introduced in the market, intended to provide a further boost during the current update cycle.
- There are other **emerging areas characterized by a strong rate of innovation** and a notable push towards outsourcing:
  - *cybersecurity* which continues to maintain a crucial role in relation to the challenges and threats related to context that are multiplying;
  - *everything as a service* which will intensify and integrate more and more new features at lower costs;
  - *sustainability*, both in the adoption of software that will allow companies to optimize the increasingly complex ESG management and improve performance, and in the adoption of technologies that will contribute to reducing the impact on the environment.
- **The ICT sector is also conquering adjacencies**: energy efficiency and renewable energy, electric mobility are an example.

# The Strategic Rationale of Distribution

A LITTLE RISKY BUSINESS  
IN A GROWING AND  
EVER MORE CRUCIAL MARKET

1

- Emerging areas characterized by a **strong rate of innovation**.
- The world is increasingly witnessing the **convergence** of some sectors towards the tech one.

2

- Notable push towards outsourcing: **tech wholesaling is the preferred go-to-market strategy** of manufacturers that look to increase efficiency.

3

- Distributors are a **variable cost entity with low operating leverage**. Low fixed costs provide a good shield against strong EBITDA reductions in case of revenue or gross profit reductions.

4

- A **not very capital intensive** business model leads to retaining most of the profitability.

5

- The industry has developed in time a standard of **risk-shielding techniques for key assets** (credit insurance and inventory protection) that provide low-risk balance sheets.



# EXPLOITING THE OPPORTUNITIES



# Esprinet Group, One Company Three Dimensions

A complementary model of three companies born in different eras of ICT revolution and today ready to satisfy different demands and different audiences, moving the world forward



**esprinet**  
GROUP

 **esprinet**<sup>®</sup>



- Personal Computing, Office Solutions & Consumer Electronics
- Own Brands (*Celly & Nilox*)
- *Sifar – Mobile Phones Spare Parts & Maintenance*

 **V-Valley**<sup>®</sup>



- Advanced Solutions & Services (Server & Storage, Networking & UCC, Cybersecurity, Software & Cloud)
- Dacom & Idmaint – Data Capture
- Bludis – Emerging Software Brands
- Lidera – Cybersecurity Distributor

 **Zeliatech**<sup>®</sup>



- Green Power, Solar & Photovoltaic technology
- E-mobility
- Smart Building
- High efficiency Datacenter facilities
- Green Services & Refurbishes

# ROCE Driven Strategy

A strategy driven by returning value to shareholders

## NOPAT

### EVOLVING TO VALUE-ADD DISTRIBUTION

- Expanding and investing in new advanced technologies to guide businesses through digital transformation
- Supporting increasingly complex ecosystems, providing vendors and solution providers with access to a dedicated group of advanced technology professionals with technical, sales, and marketing expertise
- Removing much of the complexity for vendors and solution providers with the latest digital platforms and cloud marketplaces

### ENTERING THE SERVICE SPACE & CONQUERING ADJACENCIES

- Providing Services to vendors & resellers: demand driven by greater digitalisation resulting in greater complexity is creating a strong need for distributor-provided services
- Getting a bigger portion of the value in the IT value chain
- Gaining ground in other areas, seizing opportunities deriving from the convergence of some sectors towards technology

## CAPITAL EMPLOYED

### GROWING BUSINESSES WITH LOW WORKING CAPITAL ABSORPTION

Looking at the structure of the balance sheet, optimizing the average invested capital essentially means optimizing the average working capital

The average working capital is optimized if the cash conversion cycle remains less than approx. 20 days

# A Sound Strategic Investment

## LONG-TERM GROWTH POTENTIAL

- We are leadership positioning in southern Europe thanks to our **ability to evolve in line with the growth of ICT spending and with innovation needs.**
- We face prospects **of interesting long-term growth in terms of profitability and expansion of ICT crucial market**

Over the years, we have shaped our portfolio with products and solutions in line with technological megatrends. Today we are generating value:

- I. 50% from historical business of Esprinet - pure distribution of IT products: in a segment with low capital employed, we aim for cash generation (denominator of Roce Driven Strategy)
- II. 50% from expansion in a world made of complex and advanced high-margin technologies, flanked by value-added services. Here, with V-Valley, we aim for profitability (numerator of ROCE Driven Strategy)

Not only is the acceleration of Data & AI opening up an important market for services that will help companies invest in technology as enabler of cost efficiency, but we are also already seeing the continued conquest of adjacencies.

Faced with the new challenges in the Digital Transformation and the Green Transition, the Group, through Zeliotech, is the actor ready to interpret the near future (numerator of the ROCE Driven Strategy)

- In a large and strongly growing market, we continue to look for **further opportunities for margin through M&A operations in Western Europe.**

## CASH GENERATION

- We are a **limited capital intensity company**, we don't require major capital injections if not to fund acquisitions as **most of our investments are in working capital.**

We access to large liquidity and financial flexibility to fund:

- I. Generous dividend policy
- II. Organic growth
- III. M&A

## LOW RISK PROFILE

- We are an attractive **high variable cost entity with low operating leverage**, we can withstand huge shifts of revenues with proportionally low swings in profitability.
- **High quality assets as risk mitigants:** de-risked credit profile with Factoring & Credit Insurance Policies and minimal inventory risk with favourable cost pass-through dynamics where distributors bear no risk in case of price increases from suppliers (Stock Protection and Stock Rotation Clause)





# Group Sustainability Achievements

FOR YEARS WE HAVE EMBARKED ON A SUSTAINABILITY PATH DETERMINED TO PROGRESSIVELY JOIN BUSINESS AS WELL AS ENVIRONMENTAL AND SOCIAL RESPONSIBILITY DECISIONS

We have achieved important ESG objectives, which however we consider as an intermediate step, aware that there will not be a final goal but a path of continuous improvement.



## To reduce our footprint on the environment

- We completed the investment of the new photovoltaic system on the Italian logistics site of Cambiago
- Aware of the impact of urban mobility in our territory, we strengthened the adoption of electric or plug-in company cars.
- Furthermore, we launched the first European tech green distributor, with the mission of serving and developing the double transition market, digital and green, where technology acts as an enabler of both.
- Strengthened by consolidated relationships with customers and suppliers, with our main vendors, we began a process of promotion on the topic of environmental responsibility, risks but also opportunities, to seek areas of collaboration that contribute to the transition towards models of circular economy.



## To improve the quality of the most important resource we have: Esprinet's human capital

- We continued to listen to the voice of all our people through surveys and open discussion in a constant and transparent dialogue.
- We strengthened the welfare and wellbeing plan to increase people's motivation and satisfaction.
- We enriched the training offer to grow everyone's skills and support the development of their potential.
- We launched an ambitious program to promote a culture of diversity, equity and inclusion.
- Our commitment has once again been recognized by the renewed Great Place to Work and Top Employer certifications in the countries in which we operate, as well as the EDGE certification.

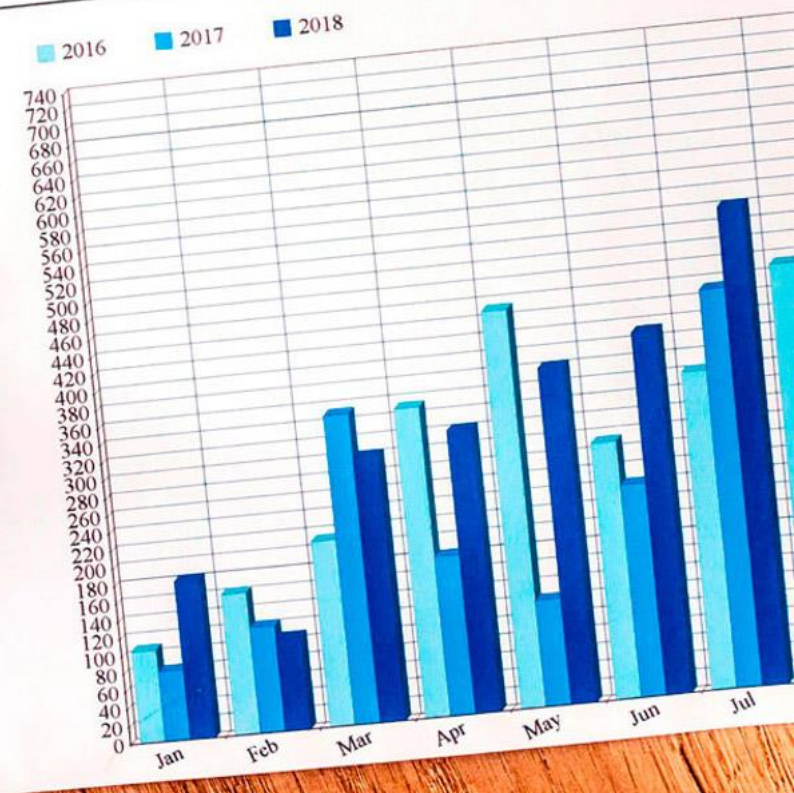


## To create a dialogue and exchange with local communities

- We supported and collaborated with various charitable organizations
- Above all, 2023 was the year in which we celebrated together with the guys from the For-te project the milestone of 10,000 deliveries made by people with intellectual disabilities.



# Q1 2024 RESULTS



# Q1 2024 Highlights

THE ROAD TO RECOVERY: BACK TO MARKET SHARE GROWTH IN ITALY AND STABLE MARKET SHARE IN SPAIN, FURTHER PROGRESSIVE INCREASE IN GROSS MARGINS AND FURTHER STRONG IMPROVEMENT IN WORKING CAPITAL

## PROFITABILITY INDICATORS

FURTHER REMARKABLE GROWTH IN GROSS PROFIT MARGINS



In the first three months **we normalized our market share**, after a path of rationalization of businesses with structurally inadequate ROCE, which partially impacted last year's revenue performance.

The positive results of this choice and of the Group's strategy to strengthen the Solutions & Services business have clearly emerged once again in the **progressive increase in the gross profit margin, which stood at 5.74%**, 40bps more than 5.34% of Q1-23 and 20 bps up sequentially against Q4-23.

## FINANCIAL STRUCTURE

SUBSTANTIAL YEAR-ON-YEAR REDUCTION IN NET DEBT



The path of rationalization of businesses with structurally inadequate ROCE is continuing to bring a decisive improvement in working capital and a substantial reduction in net debt.

**Cash Conversion Cycle closed at 24 days**, -8 days compared to Q1-23 and -4 days compared to Q4-23.

**Net Financial Position** is negative (Euro 188.3 million) but with a **significant improvement compared to Q1-23** (Euro 341.0 million)

# Q1 2024 Sales Evolution

FIRST QUARTER 2024 RESULTS SHOW RETURN TO MARKET SHARE GROWTH IN ITALY AND STABILIZATION OF OUR SHARE IN SPAIN, IN A MARKET IMPACTED BY SOFT CONSUMER DEMAND AND LONGER TECH REFRESH CYCLES

## Sales

Q1 2024 net sales **at 926.2 M€** (-9% compared to Q1 2023).

Q1 2024 gross sales<sup>(1)</sup> at 1,002.8 M€ (- 4% compared to Q1 2023).

By Country <sup>(2)</sup>		Esprinet		Market <sup>(3)</sup>
	Net Sales As Reported	Gross Sales	Var. vs Q1-23	Var. vs Q1-23
Italy	633 M€	660 M€	+3%	-3%
Spain	280 M€	326 M€	-12%	-12%
Portugal	11 M€	13 M€	-58%	0%
Morocco	2 M€	4 M€	+48%	n.a.

By Product Category		Esprinet		Market
	Net Sales As Reported	Gross Sales	Var. vs Q1-23	Var. vs Q1-23
Screens	479 M€	485 M€	-9%	-5%
Solutions & Services	235 M€	303 M€	+7%	-6%
Devices <sup>(4)</sup>	212 M€	215 M€	-7%	-11%

By Customer Type		Esprinet		Market
	Net Sales	Gross Sales As Reported	Var. vs Q1-23	Var. vs Q1-23
Retailers & E-tailers	278 M€	281 M€	-20%	-11%
IT Resellers	648 M€	722 M€	+3%	-4%

(1) Gross of IFRS 15 accounting and other adjustments.

(2) Data calculated on the basis of the Group structure, therefore by Country of invoicing. Refer to the press release to see the breakdown of sales by customer origin. Unaudited figures.

(3) For all market data, source: Context (reporting distribution Gross Sales)

(4) Including Own Brands.



# Q1 2024 Profitability Evolution

THE CHOICE TO INVEST IN HIGHER VALUE BUSINESSES AND GRADUALLY DIVEST FROM LOW ROCE ONES TRANSLATED INTO FURTHER SEQUENTIAL INCREASE IN GROSS PROFIT MARGINS, HELPING TO COUNTERBALANCE TOP LINE REDUCTION DERIVING FROM A CHALLENGING MARKET

## Gross Profit

Q1 Gross Profit at **53.2 M€** (-2% compared to Q1 2023), **5.74% on sales**, compared to 5.34% of Q1 2023.

## EBITDA Adj.

Q1 2023 EBITDA Adj. at **14.3 M€** (-7% compared to Q1 2023); **1.55% on sales** (1.51% on sales in Q1 2023).

## Cash Conversion Cycle

Closes at **24 days**, -8 days compared to Q1 2023 and -4 days compared to Q4 2023.

## Net Financial Position

**Negative for Euro 188.3 million**, a strong improvement over 31 March 2023 (negative by Euro 341.0 million) thanks to the actions to contain the level of net invested capital by lower use of net working capital. Difference with figure as of 31 December 2023 depends on business dynamics and the lesser use of non-recourse factoring of trade receivables.

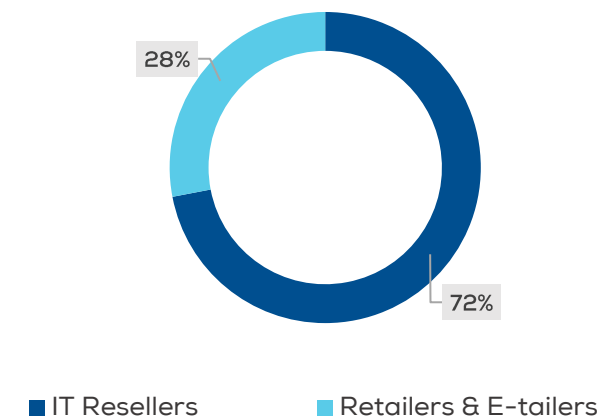
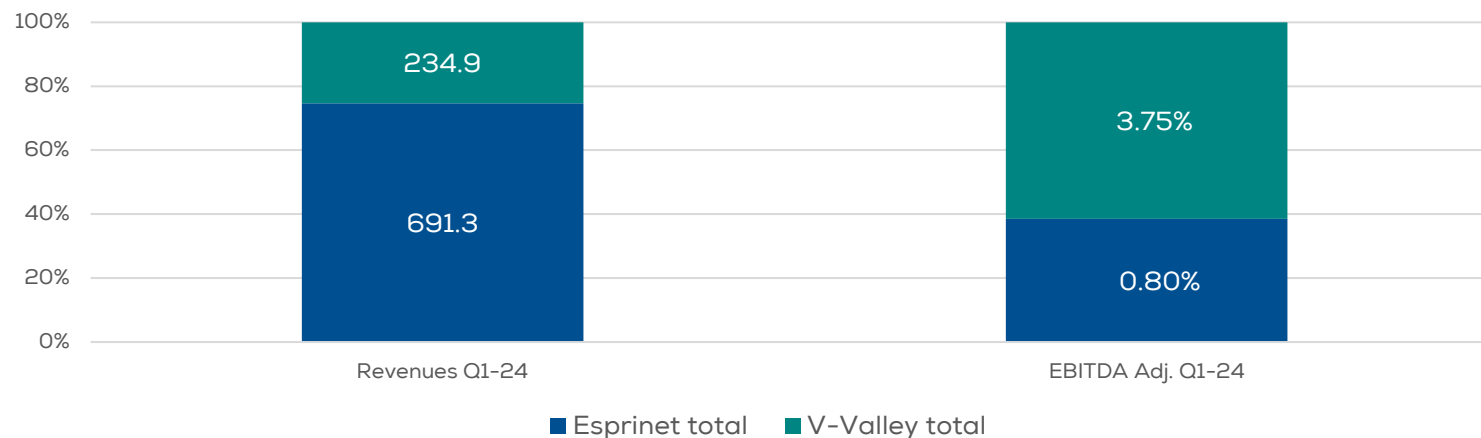
## ROCE

Closes at **6.4%**, compared to 9.6% in Q1 2023.



# P&L Q1 2024 of the *Five Pillars*

	Revenues				EBITDA Adj.				EBITDA Margin Adj.		
	Q1 2024	Q1 2023	Delta	Δ %	Q1 2024	Q1 2023	Delta	Δ %	Q1 2024	Q1 2023	Delta
Screens	479.3	547.7	-68.4	-12%	3.3	4.6	-1.3	-28%	0.69%	0.84%	-0.15%
Devices	204.2	227.9	-23.7	-10%	3.0	3.2	-0.2	-6%	1.47%	1.40%	0.07%
Own Brands	7.8	9.0	-1.2	-13%	-0.8	-1.4	0.6	-43%	-10.26%	-15.56%	5.30%
<b>Esprinet total</b>	<b>691.3</b>	<b>784.6</b>	<b>-93.3</b>	<b>-12%</b>	<b>5.5</b>	<b>6.4</b>	<b>-0.9</b>	<b>-14%</b>	<b>0.80%</b>	<b>0.82%</b>	<b>-0.02%</b>
Solutions	231.3	231.0	0.3	0%	6.9	7.5	-0.6	-8%	2.98%	3.25%	-0.26%
Services	3.6	3.0	0.6	20%	1.9	1.5	0.4	27%	52.78%	50.00%	2.78%
<b>V-Valley total</b>	<b>234.9</b>	<b>234.0</b>	<b>0.9</b>	<b>0%</b>	<b>8.8</b>	<b>9.0</b>	<b>-0.2</b>	<b>-2%</b>	<b>3.75%</b>	<b>3.85%</b>	<b>-0.10%</b>
<b>Total</b>	<b>926.2</b>	<b>1,018.6</b>	<b>-92.4</b>	<b>-9%</b>	<b>14.3</b>	<b>15.4</b>	<b>-1.1</b>	<b>-7%</b>	<b>1.55%</b>	<b>1.51%</b>	<b>0.04%</b>



1) All values in € / millions.

2) The costs attributed to each pillar are the direct sales & marketing costs, some categories of general and administrative expenses directly attributable to each business line (i.e. credit insurance costs, warehousing cost) and, for the remaining G&A costs, a distribution proportional to the weight of the business line on the total revenues has been applied. Results not subject to audit.

# Q1 2024 P&L Summary

Gross profit margin still growing significantly and operating costs stable, cushioning the effects of the still weak demand

(M/€)	Q1 2024	Q1 2023	Var. %
Sales from contracts with customers	926.2	1,018.6	-9%
Gross Profit	53.2	54.4	-2%
<i>Gross Profit %</i>	<i>5.74%</i>	<i>5.34%</i>	
SG&A	38.8	39.0	0%
<i>SG&amp;A %</i>	<i>4.19%</i>	<i>3.83%</i>	
<b>EBITDA adj.</b>	<b>14.3</b>	<b>15.4</b>	<b>-7%</b>
<i>EBITDA adj. %</i>	<i>1.55%</i>	<i>1.51%</i>	
<b>EBIT adj.</b>	<b>9.0</b>	<b>10.8</b>	<b>-16%</b>
<i>EBIT adj. %</i>	<i>0.97%</i>	<i>1.06%</i>	
<b>EBIT</b>	<b>9.0</b>	<b>10.8</b>	<b>-16%</b>
<i>EBIT %</i>	<i>0.97%</i>	<i>1.06%</i>	
IFRS 16 interest expenses on leases	0.8	0.8	-4%
Other financial (income) expenses	2.8	2.3	19%
Foreign exchange (gains) losses	1.0	0.5	>100%
<b>Profit before income taxes</b>	<b>4.4</b>	<b>8.1</b>	<b>-45%</b>
<i>Profit before income taxes %</i>	<i>0.48%</i>	<i>0.79%</i>	
Income taxes	1.2	2.2	
<b>Net Income</b>	<b>3.2</b>	<b>5.9</b>	<b>-46%</b>
<i>Net Income %</i>	<i>0.35%</i>	<i>0.58%</i>	

- The Group has significantly improved the performance of its gross margin which stood at 5.74%, a further progressive increase compared to 5.34% of the same period last year and compared to 5.54% at the end of last year.
- The impact of the financial charges of the non-recourse credit transfer programs increased 15 bps.
- **SG&A: operating costs are stable** despite the impacts of the acquisitions of Sifar Group S.r.l. in Italy and Lidera Network S.L. in Spain, both signed in August 2023. Their weight on sales grew to 4.19% from 3.83% in 2023, because of the sales reduction.
- EBIT Adj. is in further decline compared to EBITDA Adj. mainly due to the **depreciation relating to the automation systems of some Italian warehouse activities**.
- **Increased net financial expenses** due, above all, to the unfavorable euro/dollar exchange rate dynamics and to higher y-o-y interest rates only partially offset by a significant reduction in the average debt during the period.
- **Tax rate** essentially unchanged.

# Q1 2024 BS Summary

## Marked improvement in working capital and a substantial year-on-year reduction in debt

(M/€)	31/03/2024	31/03/2023	31/12/2023
Fixed Assets	169.1	154.1	169.3
Operating Net Working Capital	317.1	504.5	104.1
Other current asset (liabilities)	17.7	10.7	22.3
Other non-current asset (liabilities)	(46.7)	(25.0)	(48.4)
<b>Net Invested Capital [pre IFRS16]</b>	<b>457.2</b>	<b>644.4</b>	<b>247.3</b>
RoU Assets [IFRS16]	101.8	109.6	104.6
<b>Net Invested Capital</b>	<b>559.0</b>	<b>754.0</b>	<b>351.9</b>
Cash	(220.4)	(74.2)	(260.9)
Short-term debt	203.8	197.8	32.1
Medium/long-term debt <sup>(1)</sup>	106.7	112.2	112.2
Financial assets	(10.3)	(10.4)	(10.0)
<b>Net financial debt [pre IFRS16]</b>	<b>79.9</b>	<b>225.4</b>	<b>(126.6)</b>
<b>Net Equity [pre IFRS16]</b>	<b>377.3</b>	<b>419.0</b>	<b>373.9</b>
<b>Funding sources [pre IFRS16]</b>	<b>457.2</b>	<b>644.4</b>	<b>247.3</b>
Lease liabilities [IFRS16]	108.4	115.7	111.1
<b>Net financial debt</b>	<b>188.3</b>	<b>341.0</b>	<b>(15.5)</b>
<b>Net Equity</b>	<b>370.7</b>	<b>412.9</b>	<b>367.4</b>
<b>Funding sources</b>	<b>559.0</b>	<b>754.0</b>	<b>351.9</b>

<sup>(1)</sup> Including the amount due within 1 year

<sup>(2)</sup> Net financial debt pre IFRS 16

- Net Invested Capital as of March 31, 2024 stands at 559.0 M€ and is covered by:
  - Shareholders' equity for 370.7 M€ (412.9 M€ as of March 31, 2023);
  - Cash negative for 188.3 M€ (negative for 341.0 M€ as of March 31, 2023).
- Operating Net Working Capital impact:

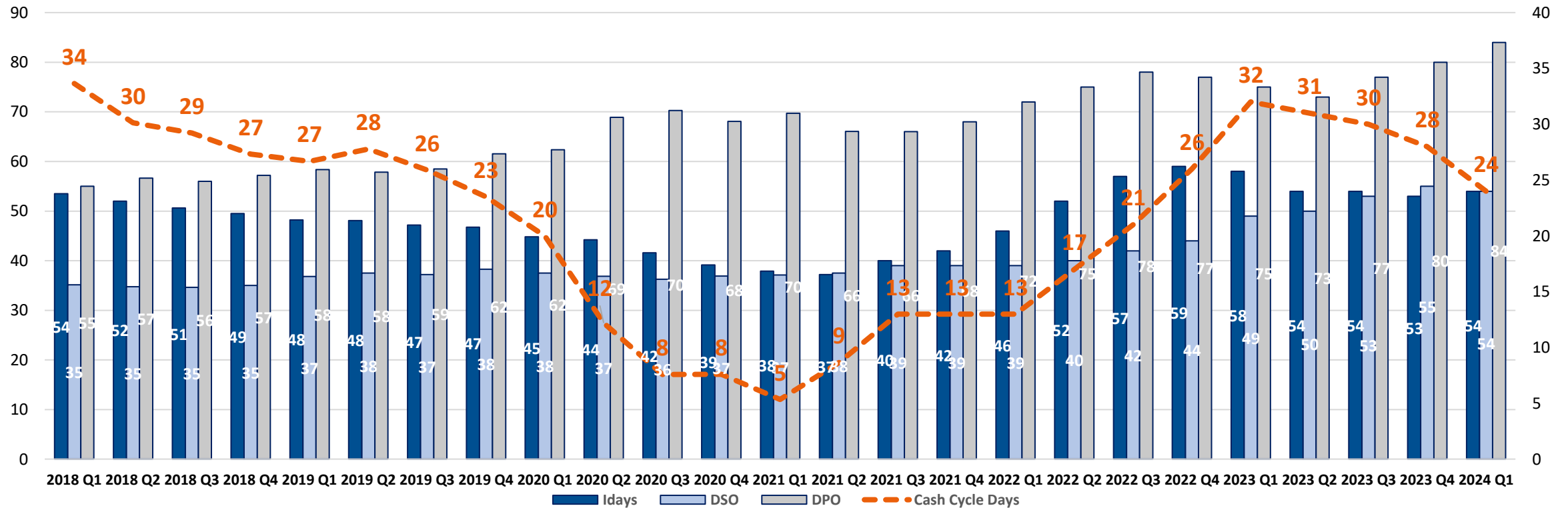
(M/€)	31/03/2024	31/12/2023	30/09/2023	30/06/2023	31/03/2023
Inventory	582.2	514.8	614.2	533.7	597.9
Trade receivables	608.8	698.6	548.5	476.4	677.3
Trade payables	873.9	1,109.3	781.7	675.9	770.6
<b>Operating Net Working Capital</b>	<b>317.1</b>	<b>104.1</b>	<b>381.0</b>	<b>334.3</b>	<b>504.5</b>

On the one hand, the Group continues to be focused on reducing inventories. On the other hand, the Group is working to obtain payment extensions to make businesses structurally attractive that allow to consolidate market share.

The Group is working on having the right balance between DSOs - increasing due to the shift of business towards IT Resellers, who generally have longer payment terms due to the nature of their business and for which factoring is generally not available - and factoring programs for Retailers (289.7 million Euros at 31 March 2024, compared to 340.9 million Euros at 31 March 2023) due to the increasing cost, which is accounted for in the gross profit.



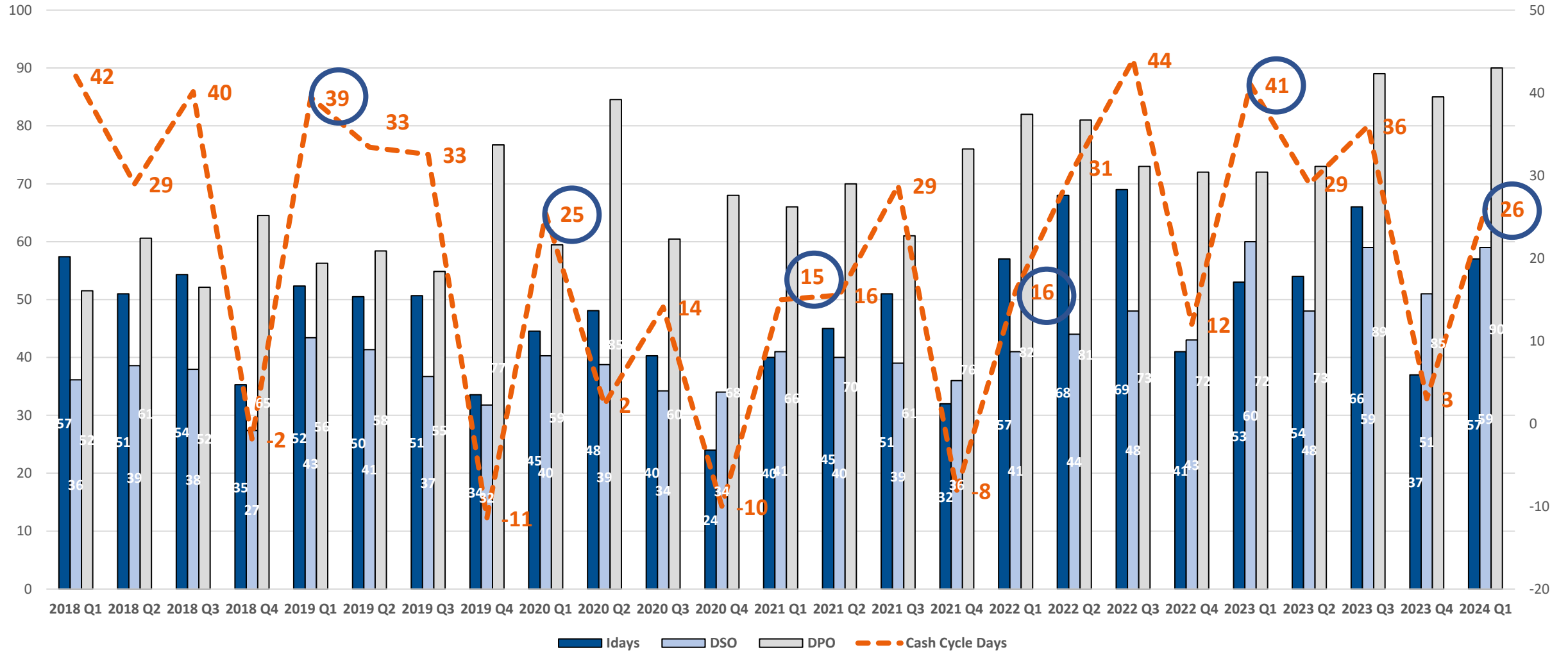
# Working Capital Metrics 4-qtr average



Working capital improvement (-4 days) compared to the previous quarter due to:

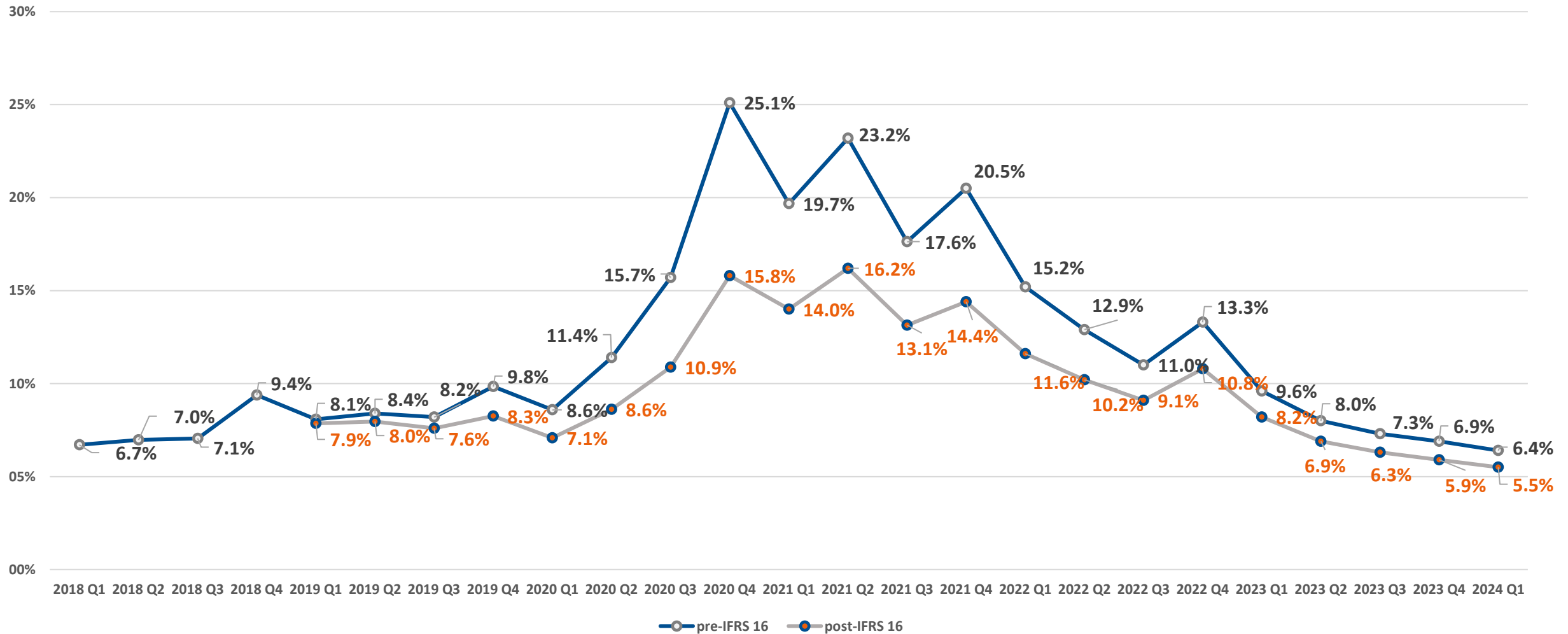
- increase in inventory days (+1 day);
- decrease in DSO (-1 day);
- increase in DPO (+4 days).

# Working Capital Metrics quarter-end



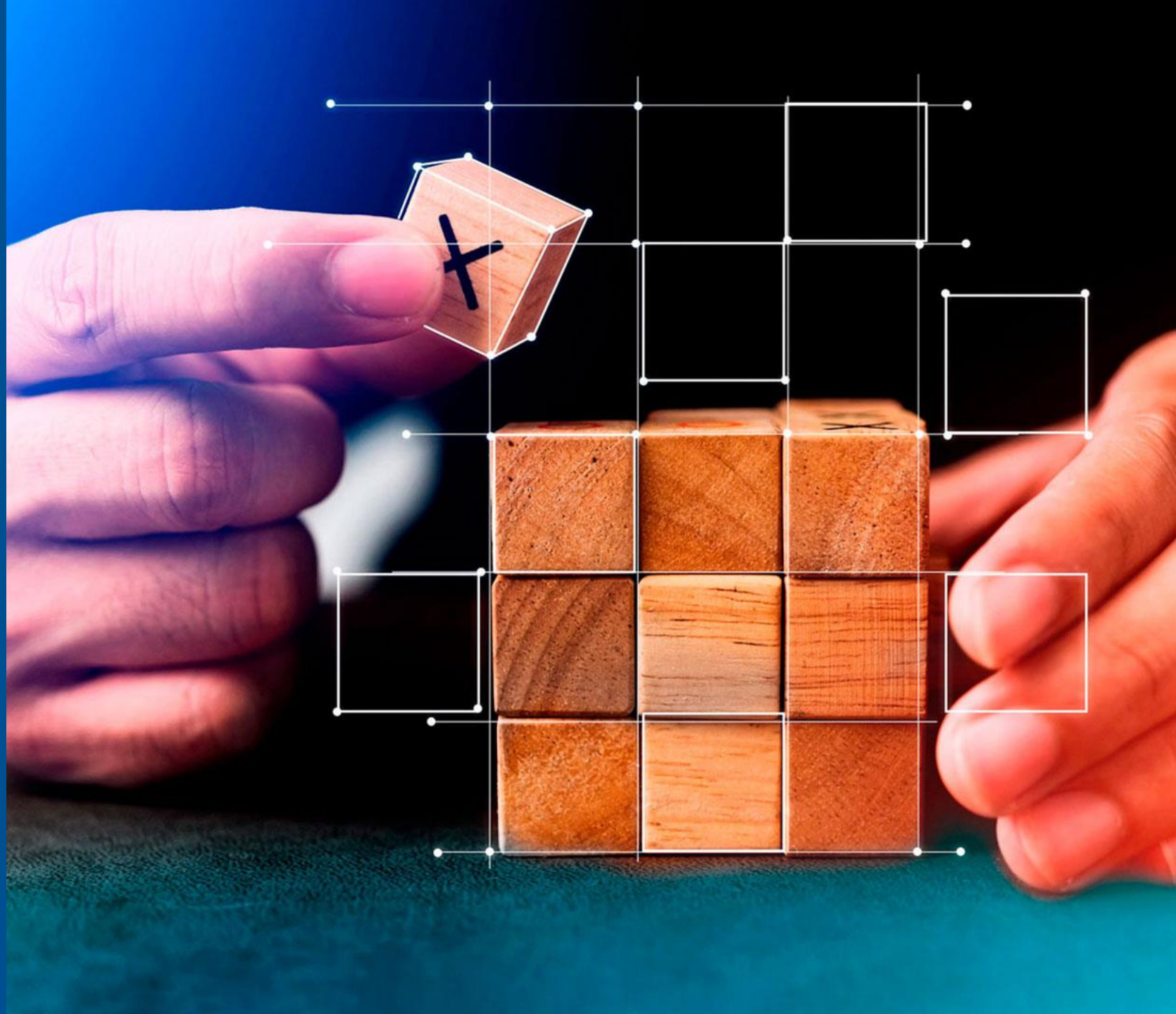
I days (Inventory Days):  $\text{quarter-end Inventory} / \text{quarterly Sales} * 90$   
 DSO (Days of Sales Outstanding):  $\text{quarter-end Trade Receivables} / \text{quarterly Sales} * 90$   
 DPO (Days of Purchases Outstanding):  $\text{quarter-end Trade Payables} / \text{quarterly Cost of Sales} * 90$

# ROCE Evolution Up To Q1 2024



Average Capital Employed last 5 quarters: equal to the average of "Loans" at the closing date of the period and at the four previous quarterly closing dates  
 NOPAT Adj last 4 quarters: equal to the sum of the EBIT of the last four quarters less adjusted taxes.  
 ROCE: NOPAT Adj last 4 quarters / Average Capital Employed last 5 quarters

# 2024 LOOKING FORWARD



# Market Challenges and Opportunities

THE TECH INDUSTRY'S OUTLOOK IS BROADLY POSITIVE, GEOPOLITICAL AND MACROECONOMIC SCENARIOS CONTINUE TO REPRESENT THE GREATEST HEADWIND FOR THE ICT MARKET



- Industry analysts agree that the **return to growth is nearing**, expected in the second half of the year at low single digit rates, but macroeconomics, geopolitical tensions and upcoming elections remain an obstacle.
- Reduced corporate IT budgets and consumer share of wallet competition from other industries still characterized first quarter of 2024, but **expansion of ICT spending in Europe is projected to persist in the coming years**.
- European ICT spending is driven mostly by **growth of software and services** that will remain the fastest growing segment thanks to the hype around GenAI.
- Companies will continue to prioritize **investments in cybersecurity solutions** due to increasing frequency of cyberattacks and emergence of new regulations.
- **Growth in the Infrastructure Hardware segment**, essential in digital transformation path and critical for the stability of business operations, **is likely to continue with lower rates** than in recent past. **Most device markets are poised to regain growth momentum**, recording gradual but sustained recovery as early as 2024.
- Key drivers include replacement of aging devices and growing integration of artificial intelligence capabilities into processes.
- AI PC adoption intentions are particularly skewed towards the early part of the market cycle for enterprises, followed by consumer.

# Group Priorities and 2024 Guidance

IN ACCORDANCE WITH OUR ROCE DRIVEN STRATEGY AND GUIDED BY THE OBJECTIVE OF CREATING SUSTAINABLE VALUE OVER TIME AND GENERATING AN ATTRACTIVE RETURN TO SHAREHOLDERS

1

**CONSOLIDATION OF MARKET SHARE** in the countries in which we operate, catching businesses that anyway structurally guarantee satisfactory levels of ROCE

2

**MAXIMIZING GROSS MARGIN PROGRESSION**, expanding and investing in new advanced technologies to guide businesses through digital transformation and removing much of the complexity for vendors and solution providers

3

**OPTIMIZATION OF CAPITAL INVESTED LEVELS**, growing businesses with low working capital absorption

4

**KEEPING OPERATING COSTS UNDER CONTROL** while supporting the growth of strategic business areas

5

**THE GROUP ESTIMATES A 2024 EBITDA ADJ. BETWEEN EURO 66 AND 71 MILLION** against 64.1M€ of 2023 given the priorities described above but also being aware that the macroeconomic backdrop represents the greatest challenge for the ICT market, expected by analysts to return to grow in H2-24

# Thank you

GRAZIE • GRACIAS • OBRIGADO • DANKE • MERCI • 감사 • 謝謝 • 感謝

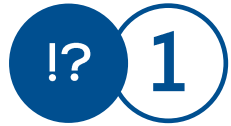


# ADDRESSING THE CONCERNS





# The Three Big Concerns of Investor



A middle-man has no reason to exist



Low EBITDA margin is dangerous if revenues fall



A low EBITDA margin company with lots of Working Capital is dangerous

## FACTS:

In the last decade distributors share of the go-to-market of vendors grew year after year up to about 50% of the total volumes sold by vendors

The company is a variable cost entity therefore they can withstand huge shifts of its revenues with proportionally low swings in profitability

The industry exists since the early 90s because distributors are running on high quality assets broadly shielded by vendors or credit insurance companies and the losses derived from assets devaluations (excluding impairment losses) are quite rare

Distributors are a good proxy of the Tech Market and represent a rather low-risk way to bet on the overall tech trends without the risk of betting on the single technology or manufacturer

Distributors provide rather stable cash-flows and possibility of dividend pay-outs

Distributors typically don't require major capital injections if not to fund acquisitions as most of their investments are in Working Capital

# 1) Why a Distributor

## For Vendors

- Reduction of distribution fixed cost
- Buffering stock
- Credit lines & Credit collection capabilities
- Marketing capability
- Need of an aggregator of their products into complex multi-vendor solutions



## For Resellers

- Outsourcing of warehousing and shipping on their behalf
- One-stop-information gathering point
- One-stop-shopping opportunity
- Easiness of doing business against dealing directly with vendors
- No minimum quantity needed to be a valued partner

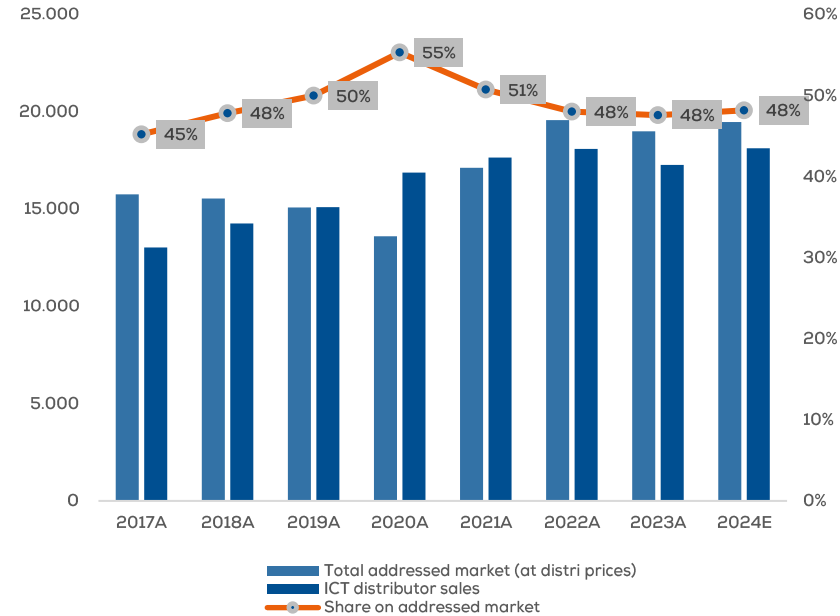


## For Retailers & E-Tailers

- “Fulfilment deals” with Vendors on top selling items
- Category management for accessories
- Home delivery capabilities for White Goods and Large TVs
- E-Tailers use Distributors as a one-stop-shopping for the “Long Tail” of products



ITALY-SPAIN-PORTUGAL:  
TOTAL ICT SPENDING AND SHARE  
OF DISTRIBUTORS (EX-WHITE GOODS)



IDC figures for IT Clients - Advanced Solutions & Smartphones - Euromonitor for other Consumer electronics  
 End-user consumption converted to distri price assuming average 15% margin for resellers/retailers  
 Conversion from Context panel sales to Total distri sales assuming Context Panel represents c.a. 90% of total consolidated distri sales with differences for product categories  
 Adjustment applied to Context panel gross sales of 6.5% (from gross revenue to net revenue)  
 2024 end user market estimates by IDC & Euromonitor as of December 2023  
 2024 distri sales estimated using a flat growth of 5%

## FUTURE

- A trend towards a “Distributor Friendly” model is under development in White Goods
- “As a Service” models require furthermore capability of integrating the Consumption models of multiple vendors in a single easy-to-use interface for resellers.

Distributors provide highly scalable platforms that give emerging (and long-established) suppliers the ability to expand their services globally quickly and cost-effectively.

Hyperscalers do not replicate all of value that distributors provide, including sales, marketing, and billing/collections support.

Distributors are improving platforms and programs that speed and streamline business between vendors and solution providers, working collaboratively relationships with hyperscalers.

## 2) A Flexible P&L and a Well-Funded BS

### High resiliency to swings in revenues or margins

Low fixed costs provide shield against revenue or gross profit reductions<sup>(1)</sup>

Assuming zero variations of fixed costs the **company could withstand up to >40% reduction of revenues or >37% reduction of gross profit before experiencing losses at EBITDA Adj. level.**

	FY 2023	%	Impact of revenue reduction	%	Delta	Delta %
Revenues	3,985,162	100%	2,710,275	100%	-1,274,887	-32.0%
Gross Profit	220,821	5.54%	150,178	5.54%	-70,643	-32.0%
Variable costs	20,324	0.51%	13,822	0.51%	-6,502	-100.0%
Fixed costs	136,356	3.42%	136,356	5.03%	0	0.0%
EBITDA Adj.	64,141	1.61%	0	0.00%	-64,141	-100.0%

	FY 2023	%	Impact of GP% reduction	%	Delta	Delta %
Revenues	3,985,162	100%	3,985,162	100%	0	0,0%
Gross Profit	220,821	5.54%	156,680	3.93%	-64,141	-29.0%
Variable costs	20,324	0.51%	20,324	0.51%	0	0.0%
Fixed costs	136,356	3.42%	136,356	3.42%	0	0.0%
EBITDA Adj.	64,141	1.61%	0	0.00%	-64,141	-100.0%

### Weight of Equity vs. Fixed assets provides vast headroom for working capital management

Ample availability of Net Equity against limited amounts of Invested Capital net of Working Capital provides good headroom to manage working capital seasonality without reverting to bank financing <sup>(2)</sup>.

On average when the company runs at about 20 days of Net Working Capital is cash-neutral (excluding IFRS 16 Lease Liabilities).

(A) Net Equity	367.4
Fixed assets	169.3
Other assets & liabilities	-26.1
RoU Assets [IFRS16 ]	104.6
Lease liabilities [IFRS16]	-111.1
<b>(B) Total Invested Capital ex-NWC</b>	<b>136.7</b>
<b>(C) Funding available for NWC (A-B)</b>	<b>230.7</b>
<b>(D) Revenues 2023</b>	<b>3,985.2</b>
(E) Funding on Revenues (C/D)	5.8%
<b>Cash Cycle Days for NFP neutrality (E * 365)</b>	<b>21.1</b>

(1) Simulations based on 2023 figures – Variable costs are an unaudited management estimate

(2) Balance Sheet figures as of December 31th 2023

# 3) High Quality Assets

## Inventory Risk Mitigants

### Stock Protection Clause

Provided by the vast majority of Vendors in which they assume the risk of inventory devaluation arising from purchase list price reductions planned by the Vendor itself.

### Fulfilment deals stock protection

Vendors might allow the Distributor to purchase products based on a sales forecast agreed upon between the Vendor and the Retailer/Corporate Reseller. Vendors might guarantee the Distributor, either contractually or customarily, that those products will be sold with a predefined margin, essentially shielding the Distributor from the inventory risks that might arise from the need of reducing the sales price or disposing of unsold products.

### Stock Rotation Clause

On specific product categories, i.e. software or pre-packaged services, the Distributor is periodically allowed to ship back obsolete stock in exchange of new products of similar value.



## Factoring & Credit Insurance Policies

### Credit insurance

Large and medium sized distributors routinely apply contracts with top-rated Credit Insurance Companies shielding the risk of default of debtors with deductibles typically between 10% to 15% of the insured value.

### Factoring/Securitization programs

Trade receivables might be sold “without-recourse” to factoring entities or conduits of a trade receivables securitization program, typically major commercial banks but sometimes Vendor financing companies as well. When factoring/securitization happens, being a true-sale, no deductibles are involved and the credit risk is entirely transferred to the factoring company.

### Risk taking

Sometimes distributors might takes some credit risk on their books by issuing a Credit Limit that exceeds the value of the Credit Insurance coverage.



## Credit Notes

The Industry operates with a significant amount of Credit Notes accruals at any given end-period

Vendors routinely operate with commercial programs that envisage significant amounts of price adjustments for multiple reasons such as:

- End-period accruals for target achievements;
- Stock protection;
- Pass through.

Customers as well are entitled to price adjustments such as:

- End-period accruals for target achievements;
- Pass through;
- Co-marketing funds.

### Accounting treatment

At any given quarter-end accruals are made to account for the credit notes pending reception from Vendors and credit notes pending issuing to customers.

Since these are significant and estimated amounts, corrections are possible in particular at the end of the year when most of the reference periods have ended.



# GOVERNANCE



## OUR VISION



**MAKE LIFE EASIER  
FOR PEOPLE AND  
FOR ORGANISATIONS**

We believe that technology enriches everyone's everyday life, which is why we strive to expand and facilitate its distribution and use.

## OUR MISSION



**BE THE KEY POINT OF  
CONTACT BETWEEN  
MANUFACTURES, RESELLERS  
AND TECHNOLOGY USERS**

We want to create value for these key stakeholders and for those who work with us through a strategy of constant, shared growth based on an innovative distribution model.

## OUR VALUES



-  RELIABILITY
-  BRAVERY
-  QUEST OF EXCELLENCE
-  CUSTOMER CENTRICITY
-  TEAMWORK
-  CREATIVITY
-  RESPONSIBILITY
-  LISTENING

# Board Of Directors

NAME	POSITION	EXECUTIVE	INDIPENDENT	CONTROL AND RISK COMMITTEE	REMUNERATION AND NOMINATION COMMITTEE	COMPETITIVENESS AND SUSTAINABILITY COMMITTEE (*)	INDIPENDENT RELATED PARTY TRANSACTIONS COMMITTEE
Maurizio Rota	Chairman						
Marco Monti	Deputy Chairman						
Alessandro Cattani	CEO	●				●	
Luigi Monti	Director		●				
Riccardo Rota	Director		●				
Angelo Miglietta	Director		●	●	●		●
Renata Maria Ricotti	Director		●	●	●		●
Emanuela Prandelli	Director		●			●	
Angela Sanarico	Director		●	●			●
Angela Maria Cossellu	Director		●		●		
Emanuela Teresa Basso Petrino	Director		●			●	

(\*) Giulia Perfetti, Investor Relations & Sustainability Manager of Esprinet, is the fourth member of the committee

# Code & Principles

## Code of Ethics

The Code of Ethics applies to all activities carried out by or in the name and on the behalf of Esprinet S.p.A. and its subsidiaries.

The Code of Ethics:

- establishes the guidelines of conduct and regulates the set of rights, duties and responsibilities that the Group expressly assumes with its stakeholders;
- defines the ethical criteria adopted for a correct balance between expectations and stakeholder interests;
- contains principles and guidelines for conduct in areas of potential ethical risk.

## Code of Conduct

The Esprinet Group wishes to establish trade relations with its vendors and business partners based on transparency, correctness and business ethics. The development of transparent and lasting relationships with vendors, attention to quality, safety and respect for the environment and compliance with existing regulations are objectives to be pursued with a view to consolidating the value created in favour of stakeholders.

Therefore, in connection with the Code of Ethics adopted by Esprinet S.p.A. and its subsidiaries, the Group has defined a Code of Conduct designed to guide relations throughout its supply chain.

## "231" Organisation Model

This document, entitled "Organisation and Management Model pursuant to "Legislative Decree 231/2001" (hereinafter called "the Model"), has been drawn up to implement the terms of ss. 6.1.a and 6.1.b, 6.2, 7.2 and 7.3 of Legislative Decree no. 231 of 08.06.2001 (hereinafter called "the Decree").

The Model is the management reference document which institutes a corporate prevention and control system designed to prevent the offences specified in the Decree from being committed.

The Ethical Code enclosed summarizes the values, correctness and loyalty by which the Esprinet Group is inspired and constitutes the base of our Organizational, Administrative and Control Models. The Code has been adopted by the company in order to prevent any occupational hazards or risks in view of the D. Lgs. 231/2001 law.

On April 15<sup>th</sup>, 2020 the companies Board of Directors accepted a new and updated version of the Organizational, Administrative and Control Models which substitutes the previous version approved on September 11<sup>th</sup>, 2018.



# Star Requirements

Esprinet Spa listed in the STAR Segment\* voluntarily adhere to and comply with strict requirements

- High transparency, disclosure requirements and liquidity (free float of minimum 35%)
- Corporate Governance in line with international standards

*\*The market segment of Borsa Italiana's equity market (MTA-Mercato Telematico Azionario). Dedicated to mid-size companies with a capitalization less than 1.0 euro/bln*

Major requirements for shares to qualify as STAR status

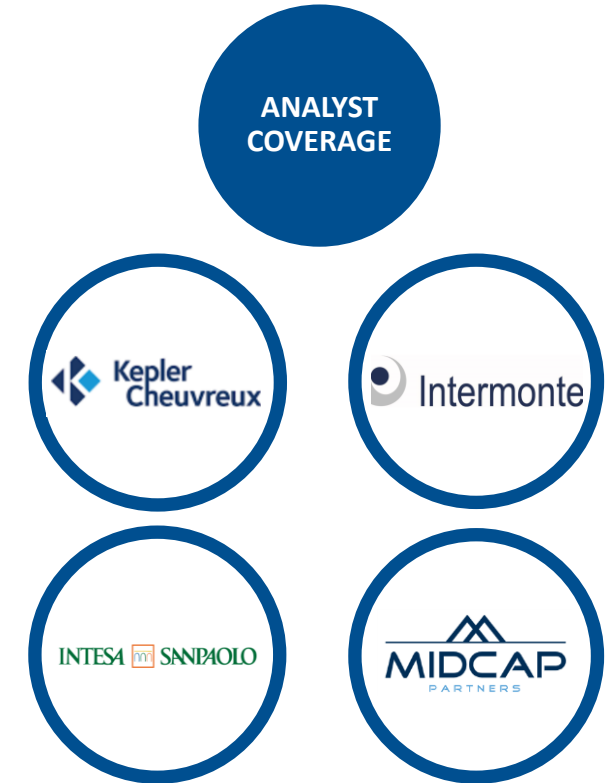
- Interim financial statements available to the public within 45 days from the end of first, third and fourth quarter
- Make the half-yearly report available to the public within 75 days of the end of the first half of the financial year
- Favourable auditor's report on their latest individual and consolidated annual financial statements
- Consolidated annual financial statements not challenged by Consob
- Bi-lingual publication on the websites
- Mandatory presence of a qualified investor relator and a "specialist"
- Adoption of the models provided for in art. 6 of Leg Decree 231/2001
- Application of Corporate Governance Code
- Additional requirements in the article 2.2.3 of Borsa Italiana guidelines

*Esprinet is fully compliant<sup>(1)</sup> with the Code of self-discipline (Corporate Governance Code).*

*<sup>(1)</sup> With minor exceptions which are explained as permitted by the Code in the "Corporate Governance" section of the society*

# Shareholders & Analyst Coverage

DECLARANT & DIRECT SHAREHOLDER	% ON ORDINARY CAPITAL	% ON VOTING CAPITAL
Montinvest S.r.l.	16.33%	16.33%
Axopa S.r.l. (Maurizio Rota and Alessandro Cattani)	12.66%	12.66%
Uliber S.r.l.	11.38%	11.38%
Own shares	2.01%	2.01%
<b>Floating</b>	<b>57.63%</b>	<b>57.63%</b>



Italian Stock Exchange (PRT:IM)

Number of shares: 50.42 million

YTD Average volume of 262,699 shares per day (\*)

(\*) Period: January 1 – April 30, 2024