



Digital Transformation.
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FY2021 Audited Results

July 07, 2022

Disclaimer

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The financial results set out in this release are unaudited and are subject to change following completion of Softline's audit. The "constant currency" metric excludes the effect of foreign currency exchange rate fluctuations by translating the current period revenues into U.S. dollars at the weighted average exchange rates of the prior period of comparison.

This document may constitute or include forward-looking statements. Forward looking statements are statements that are not historical facts and may be identified by words such as "plans", "targets", "aims", "believes", "expects", "anticipates", "intends", "estimates", "will", "may", "continues", "should" and similar expressions. These forward-looking statements reflect, at the time made, the Company's beliefs, intentions and current targets/aims concerning, among other things, the Company's or the Group's results of operations, financial condition, liquidity, prospects, growth and strategies. Forward-looking statements include statements regarding: objectives, goals, strategies, outlook and growth prospects; future plans, events or performance and potential for future growth; liquidity, capital resources and capital expenditures; economic outlook and industry trends; developments of the Company's or the Group's markets; the impact of regulatory initiatives; and the strength of the Company's or any other member of the Group's competitors. Forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. The forward-looking statements in this document are based upon various assumptions, many of which are based, in turn, upon further assumptions, including without limitation, management's examination of historical operating trends, data contained in the Company's records (and those of other members of the Group) and other data available from third parties. Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant known and unknown risks, uncertainties, contingencies and other important factors which are difficult or impossible to predict and are beyond its control. Forward-looking statements are not guarantees of future performance and such risks, uncertainties, contingencies and other important factors could cause the actual outcomes and the results of operations, financial condition and liquidity of the Company and other members of the Group or the industry to differ materially from those results expressed or implied in this document by such forward-looking statements. No representation or warranty is made that any of these forward-looking statements or forecasts will come to pass or that any forecast result will be achieved. Undue influence should not be given to, and no reliance should be placed on, any forward-looking statement. No statement in this document is intended to be nor may be construed as a profit forecast.

Strong Execution... Driving superior profitable growth

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Key achievements

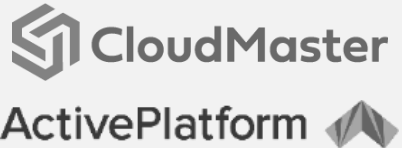
Profitable growth	Q4 accelerating... constant currency turnover growth of 45%, with Gross Profit up 49% YoY...
Growing diversity of business	Strong demand across geographies with FY21 turnover growth of 49% outside of Russia
Continuing strategic pivot with services	95% Services gross profit growth in FY21, from turnover growth of 85%
M&A Success	Accelerating geographic expansion, skills and capabilities... closing 5 acquisitions since IPO
Best destination for talent	Implemented industry leading long-term employee partnership program . Driving talent attraction and retention...
Investments in service delivery capabilities	More than doubling our Services capability... including 2,500 software engineers and developers.
Strategic portfolio additions	Centers of excellence for FinTech, CRM, AWS and EdTech

We know we can

Global leader in Digital Transformation & Cybersecurity

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At the centre of Digital Transformation (DX)

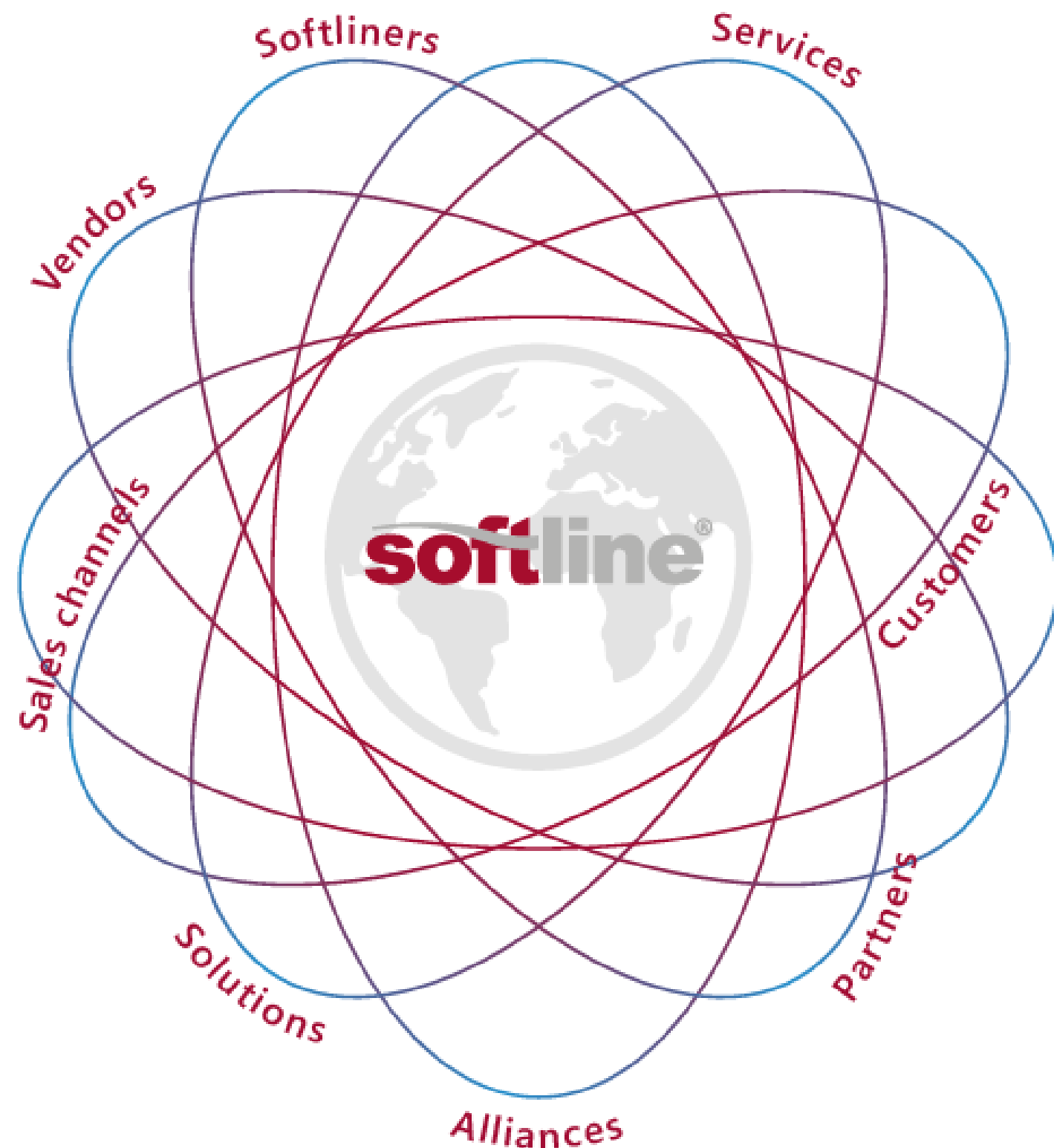
>6k vendor relationships, covering all aspects of DX	c.150k B2B customers to draw DX experience from	>1m SKUs available to customers	Full suite of DX solutions for any organisation	 our platforms for customers to manage IT outcomes
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International presence with a focus on emerging markets

c.60 countries of operation	c.100 offices in cities around the world	London headquarters of the global organisation, registered in Cyprus	>25 years of experience in the IT market	14 delivery centres, serving customers 24x7 in 13 languages
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Our key differentiator is a combination of scale, capabilities & offerings

\$2.2b FY2021 turnover	All buying methods supported by our systems and organisation	8.4k Softliners deliver value to customers	>4k of them are technologists and developers	20 acquisitions since 2014 to expand capabilities and to be closer to customers
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We know we can

We deliver actual digital transformation, not just tech

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Technology Megatrends & Components



6k+ Vendor Partners

connected by Softline solutions & services with

c.150,000 Customers



- New business and consumption models
- New technologies and offerings
- The need to understand customer's requirements
- The need to support installed base
- The need for the "last mile"

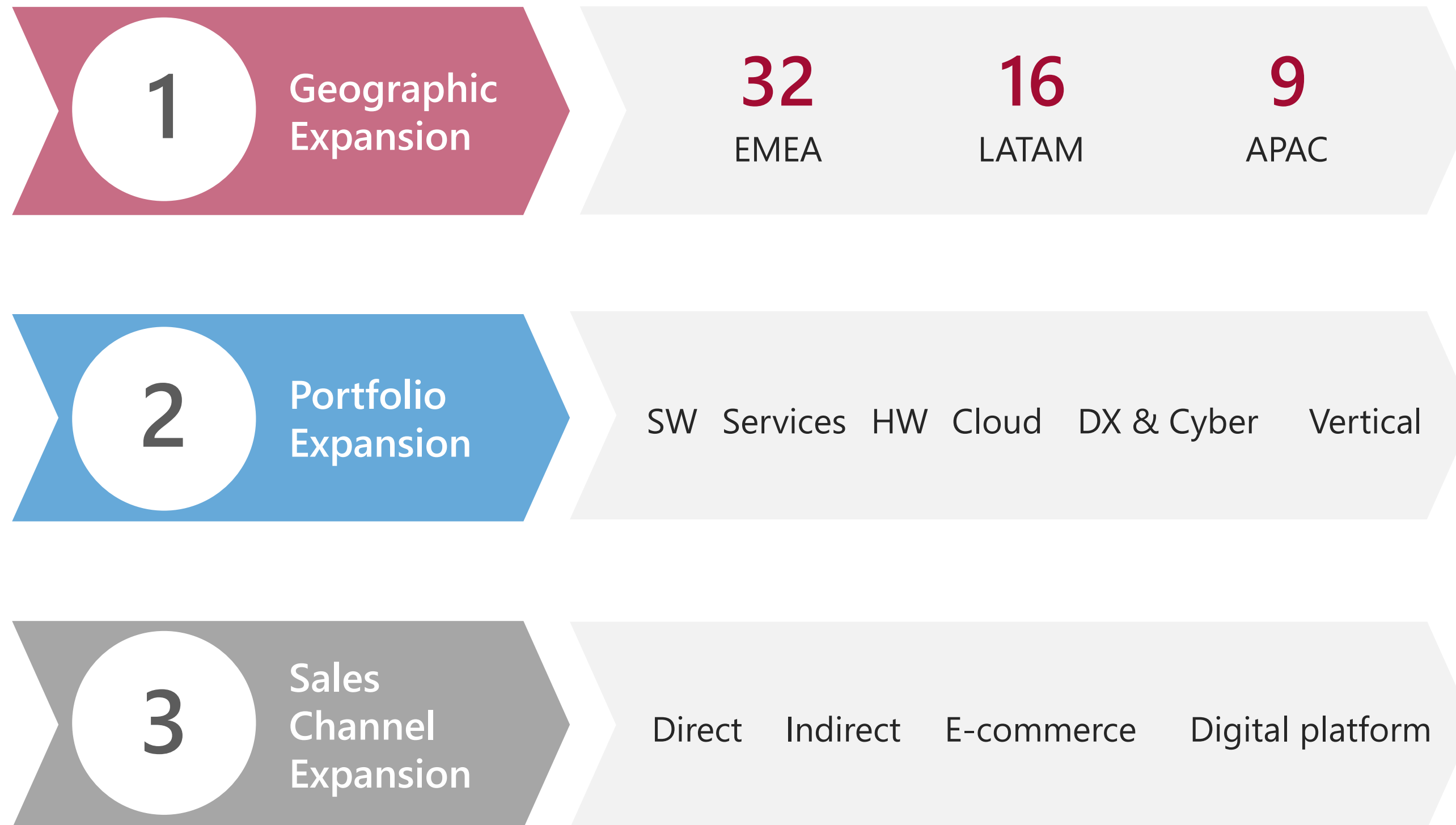


- Digitally transform at scale
- Bring new solutions into existing landscape
- Streamline procurement and processes
- Secure the enterprise & ensure compliance
- Access talent

We know we can

Executing our proven three-dimensional growth strategy towards Dream 2.0

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Global leader & innovator in DX solutions, platforms and services

Channelling **talent from emerging markets** to where the demand is

Known for employee-company partnerships with **20,000 employees**

Operating in **100** countries

Platform for consolidation of the sector

Sector leader in **ESG & Compliance**

Dream 2.0

Executing on M&A & earlier acquisitions: cross-sell initiatives mobilized, integration on track

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Geographic Expansion



Portfolio Expansion



Sales Channel Expansion



Scale in priority markets	Integration with Softline (SL) India to be completed by FY22H2-FY23 Integration with SL Egypt to be completed by FY22Q1-2 Integration of Belarus operations completed Empowering Baltics operations with new vendors, services and SL Group's capabilities
New geographies	
Vendor and service portfolio expansion	Replicating Softline AG's SAM capabilities and importing SL's wider portfolio into European markets Pursuing local and global multi-cloud opportunities Integration with SL's TechEd to be completed by FY22H2-FY23 Pursuing cybersecurity cross-sell opportunities Ongoing legal and operational consolidation
Custom SW Development	
Own IT solutions	Pursuing cross-sell opportunities and building a new IT solutions business on the back of NCSD operations in Russia Pursuing cross-sell within CIS and building a FinTech CoE

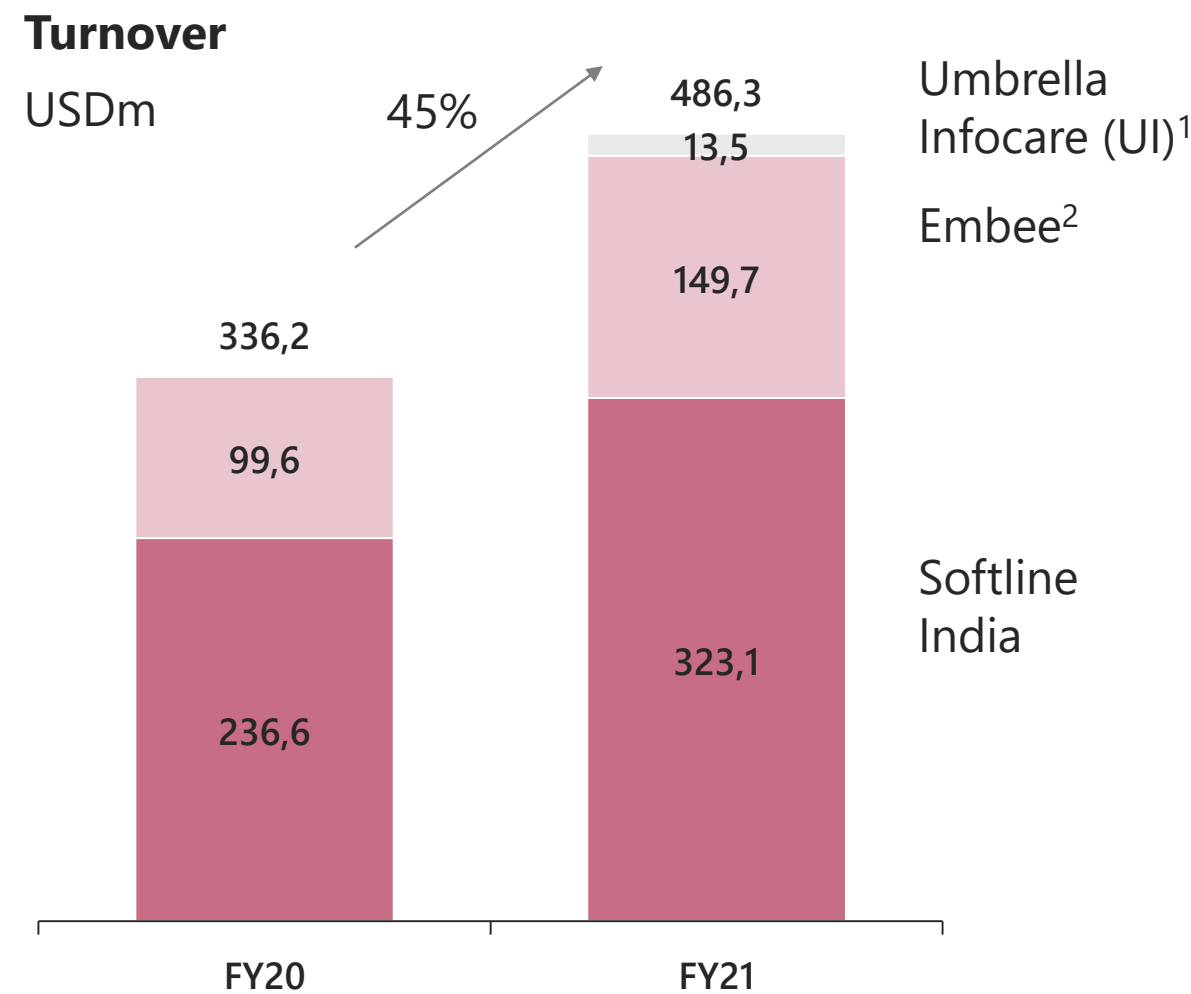
We know we can

Expanded scale and diversified capabilities in India – more M&A to follow

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Building presence and scale

Going multi-cloud



- Embee and SL India integration on track
- UI bringing in AWS and Citrix expertise
- Building a super-hub of service delivery in India

89%³
of enterprises using multiple cloud solutions



- Numerous multi-cloud opportunities being explored with SL India and Embee customers
- UI sales and delivery support in global bids

Pursuing more M&A

Example targets from India M&A pipeline



- >\$250m revenue
- Cloud and infrastructure solutions, analytics, DX and managed services
- Significant share of business outside of India



- >\$50m revenue
- End-to-end infrastructure solutions and services
- Strong focus on cybersecurity



- >\$50m revenue
- Custom SW development outstaffing covering Digital, AI, analytics, enterprise apps
- Most business generated outside of India

We know we can

¹ Presented figures include pre-acquisition performance; Softline consolidates Umbrella Infocare results from FY21Q4

² Presented figures include pre-acquisition performance; Softline consolidates Embee results from FY20Q4

³ Source: Flexera

We attract best talent to deliver more value for customers

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Customer-first DNA & technology delivery & SW engineering capability...

As of March 31 2022

Highly-motivated and talented teams

8.4k including 2.8k & >4k

Softliners

sales & marketing force bringing our solutions to customers

engineers, developers and other IT specialists

We bring talent from emerging markets and beyond with the most advanced Long-Term Employee Partnership Program:

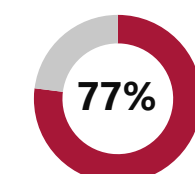
Announced Jan 2022

- **Comprehensive** - 100% of employees to be issued share options, including those coming from acquired companies
- **Fair - tenure and term dependent:** employees will receive options worth up to 45% of their annual pay each year at the Board's discretion, when the share price reaches certain growth targets
- **Generous - in addition to employees' regular income:** building a unique, long-term employee-company partnership thanks to each grant vesting over five years, and ...
- ... allowing employees to spend up to 15% of their annual income on acquiring shares at a 15% discount within **Employee Share Purchase Programme**



84%

Employee Engagement Index⁴



Recommend to a friend³

We know we can

softline®

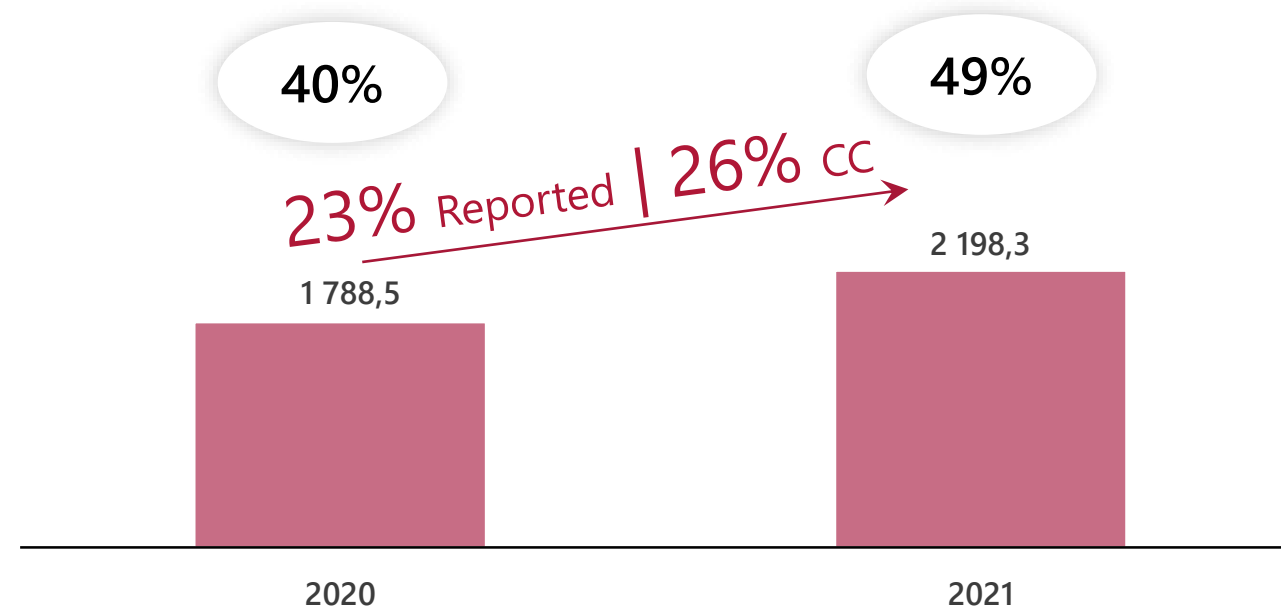
Strong 2021 with superior profitable growth

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Robust Turnover growth...

Reported currency, \$m

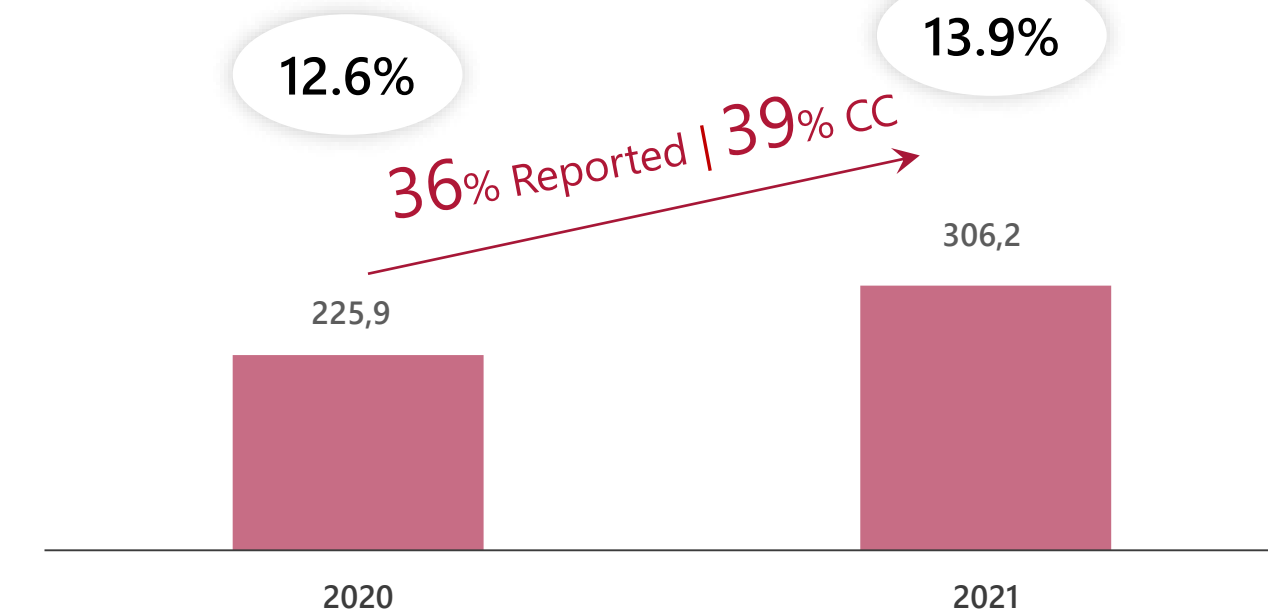
Share of turnover outside of Russia



...with even stronger Gross profit dynamics...

Reported currency, \$m

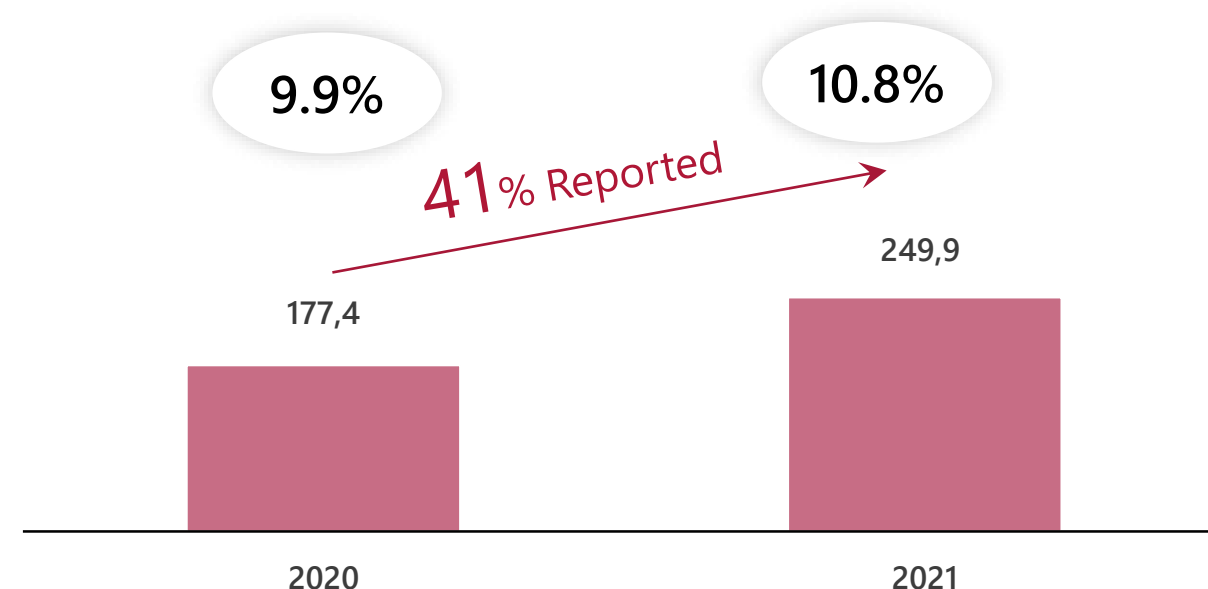
Gross profit margin



...and controlled expenses SG&A...

Reported currency, \$m

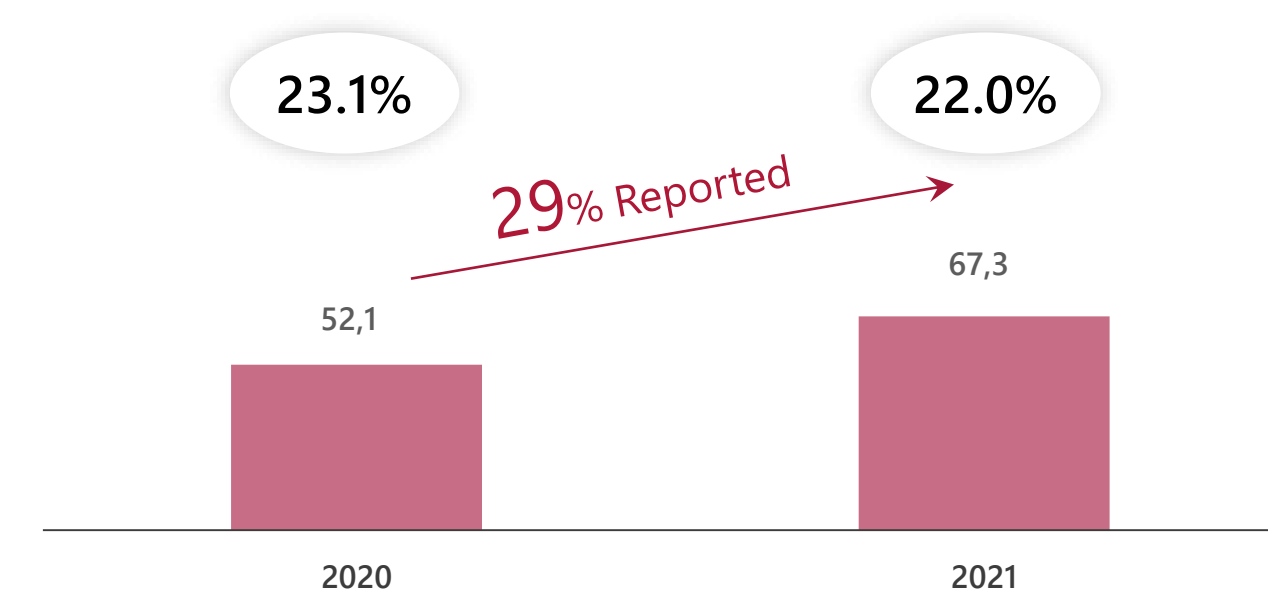
SG&A as % of Turnover



...resulting in superior Adj. EBITDA growth

Reported currency, \$m

Adj. EBITDA and Adj. EBITDA Margin (from GP)



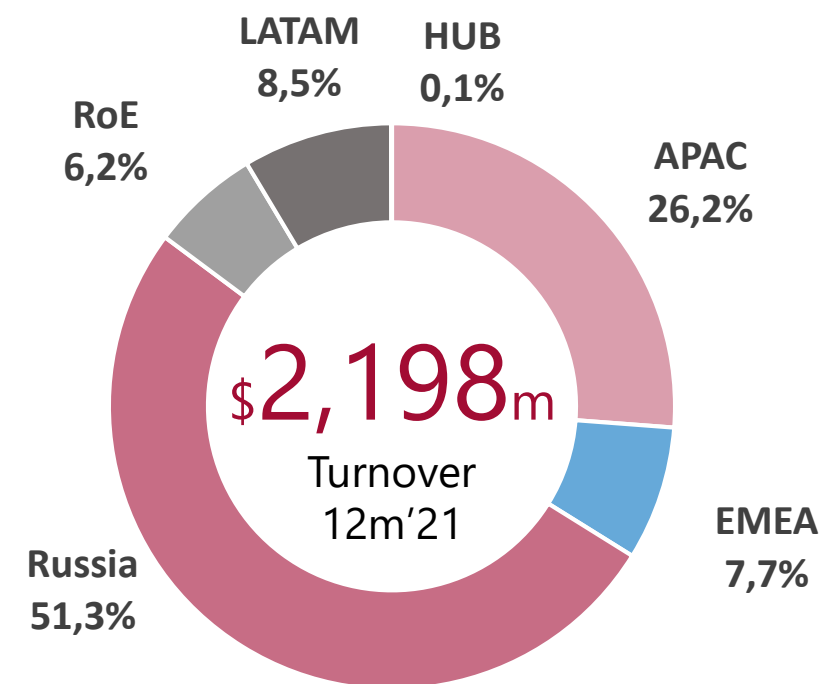
We know we can

FY21 Turnover and Gross Profit Split

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Diversified Turnover & Gross Profit split (Reported)

Breakdown by geography



Growth 12m'21 over 12m'20

	Reported
Russia	4%
APAC	65%
LATAM	1%
RoE	12%
EMEA	308%

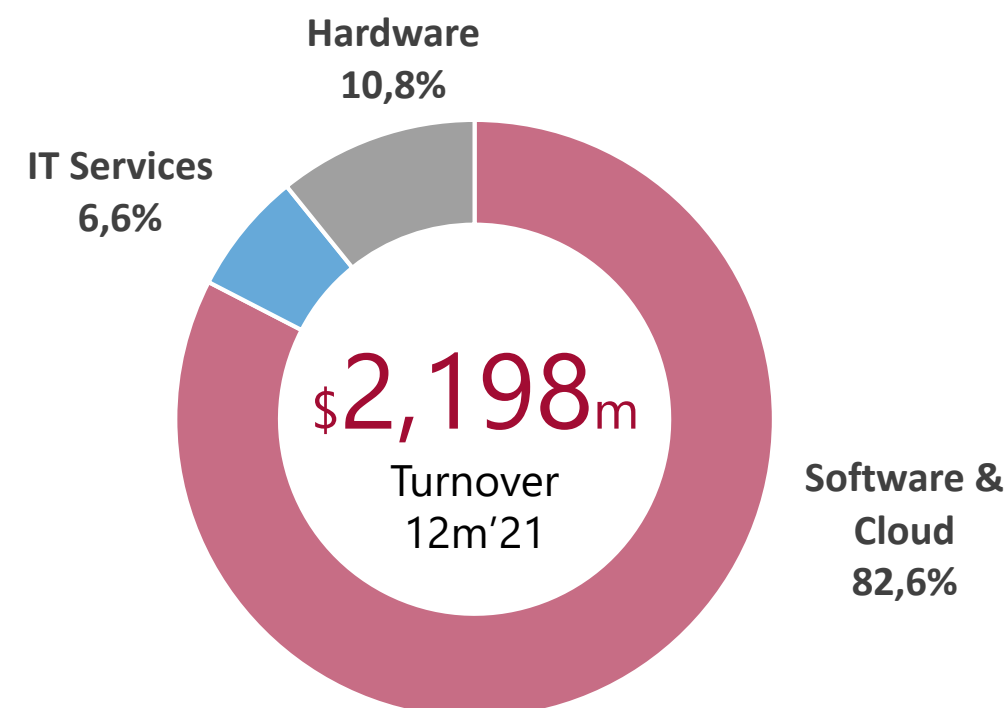
FY21 Highlights

Broad based turnover growth across most geographies

Double digit turnover growth in all product segments

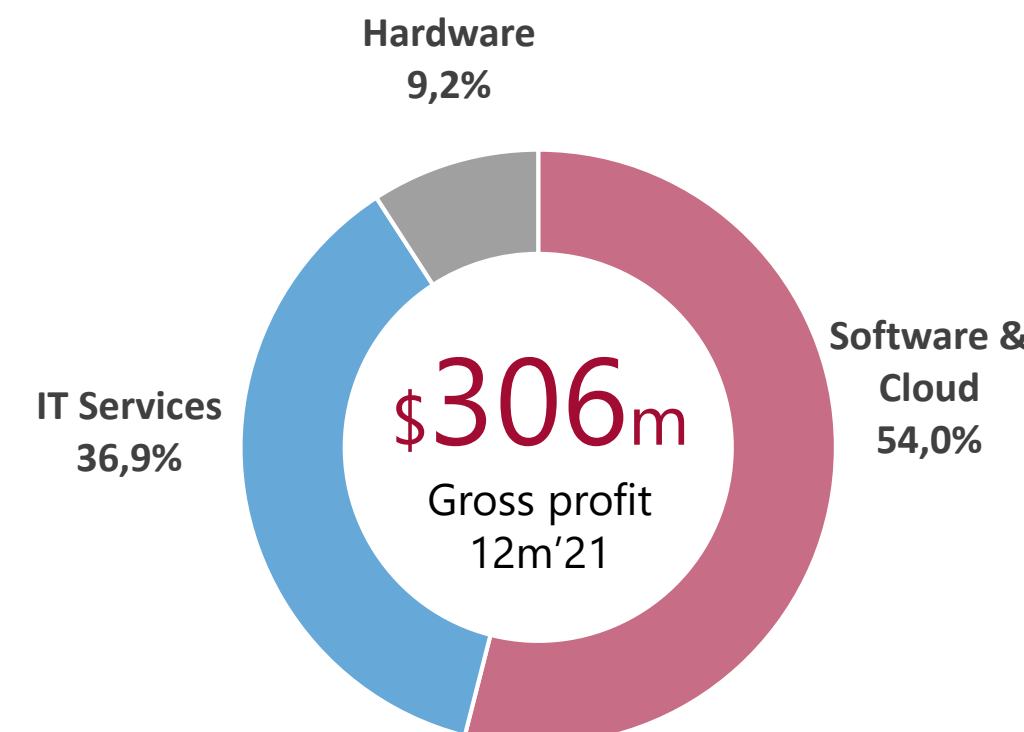
Services represents 7% of Turnover, and accounts for a **growing proportion of Gross profit in FY21 at 37%** of total Gross Profit, up from 26% in FY20.

Breakdown by product



Growth 12m'21 over 12m'20

	Reported
Software & Cloud	22%
Hardware	9%
Services	85%



Growth 12m'21 over 12m'20

	Reported
Software & Cloud	20%
Hardware	(9%)
Services	95%

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1Q 2022 Business Outlook

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Turnover growth

at least 15%

For Q1 FY 2022 (ending 31.03.2023)

Turnover growth

Global: at least 30% growth

Russia: at least mid to high-single digit decline

YoY growth in Q1 2022 (ending 31.03.2023)

Gross profit growth

at least 25%

YoY growth in Q1 2022 (ending 31.03.2023)

We Have a Proven Strategy & Ability to Execute at Scale

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Right People & leadership



- Industry leading **Long-term employee partnership programme**
- Access to **strong talent globally at low cost** with **8.4k team members** currently & growing
- **Visionary leadership** complemented by **international management with global mindset**

Right Markets & timing



- Software, SaaS, Cloud, Cyber and Digital Transformation **megatrends**
- Need for **rapid digitalisation in Emerging Markets**
- Targeting a growing **>\$350bn** underlying **addressable market**

Right Platform & value add



- **Preferred partner** to vendors and **one-stop Digital Transformation platform** for customers
- **Comprehensive value**-added services built around vendors' stacks
- **Simplifies complexity** for both vendors and customers

Right Experience & track record



- **25+ years in the IT industry with Emerging Markets experience**
- **One of only 10** Globally Managed Microsoft partners, **25+ years** of experience with Microsoft
- **Consistent and efficient growth** by realising opportunities in the changing IT industry

We know we can

The logo for Softline, featuring the word "softline" in a white, lowercase, sans-serif font. A white swoosh underline is positioned above the letters "o", "f", and "t". A registered trademark symbol (®) is located at the top right of the word. The logo is centered on a background that features a faint, stylized globe with a grid pattern, set against a gradient of blue and red.

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