

Third quarter results 2022

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Highlights for the quarter:

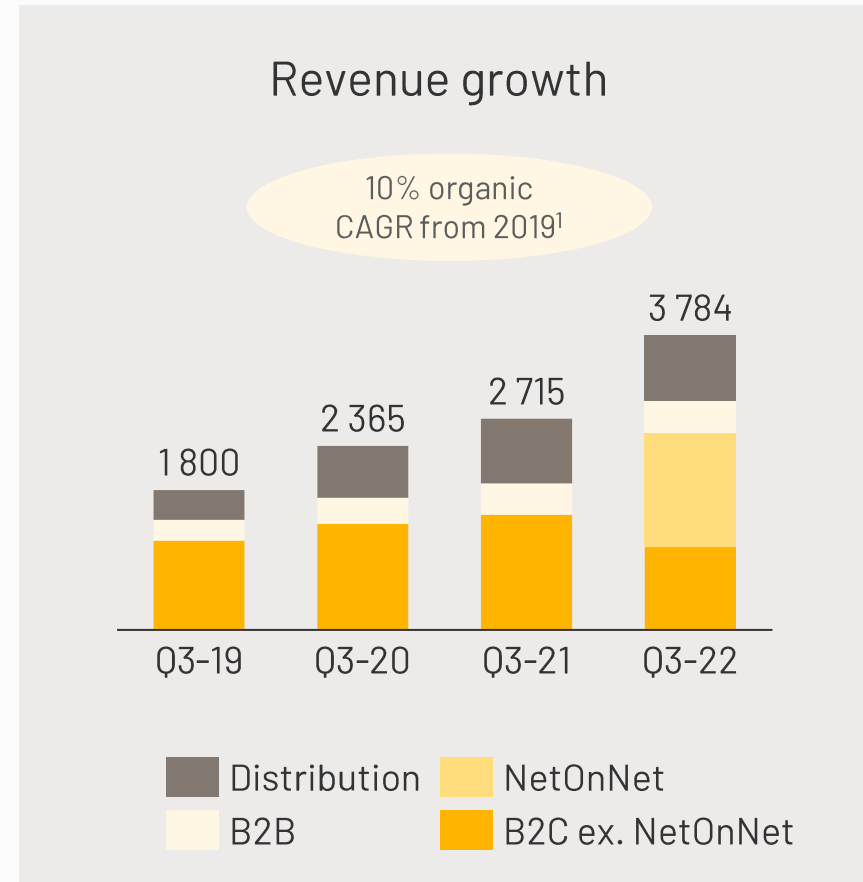
Challenging consumer markets, mitigating actions implemented

- Despite the market decline in recent quarters, Komplettn has reached 10 per cent organic revenue CAGR since 2019
- Successful reduction of slow-moving inventory, with pressure on the gross margin
- Synergies with NetOnNet of at least NOK 200 million on track
- Continued strong cost control
- Net working capital improvement driven by factoring
- Attractively positioned for long-term value creation



Challenging B2C markets partly offset by multi-segment business model

- Contribution from NetOnNet of drives 39.4 per cent revenue growth
- Revenue decline of 15.3 per cent including NetOnNet pro forma due to challenging market conditions, especially in B2C
- Modest revenue growth in B2B and stable revenue in Distribution compared with major new distribution agreements in 2021

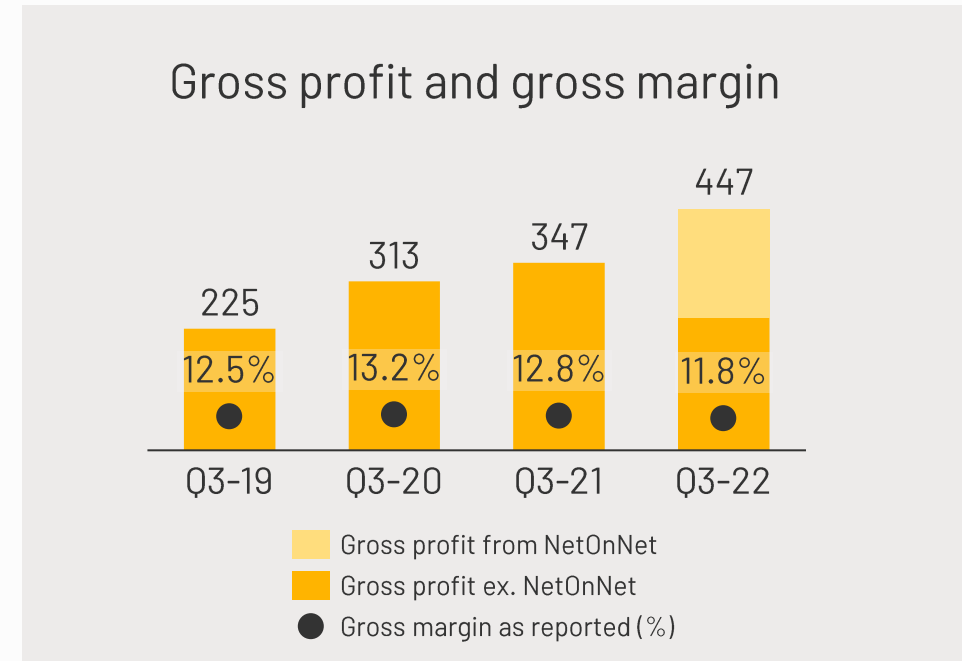


Note: All figures are presented as reported unless otherwise stated. NetOnNet has been consolidated into Komplet's financial statements as of 1 April 2022 and is reported as a part of the B2C segment.

¹ Based on annual revenue for 2019 and L12M figures as of Q3 2022 (including NetOnNet pro forma).

Gross margins under pressure

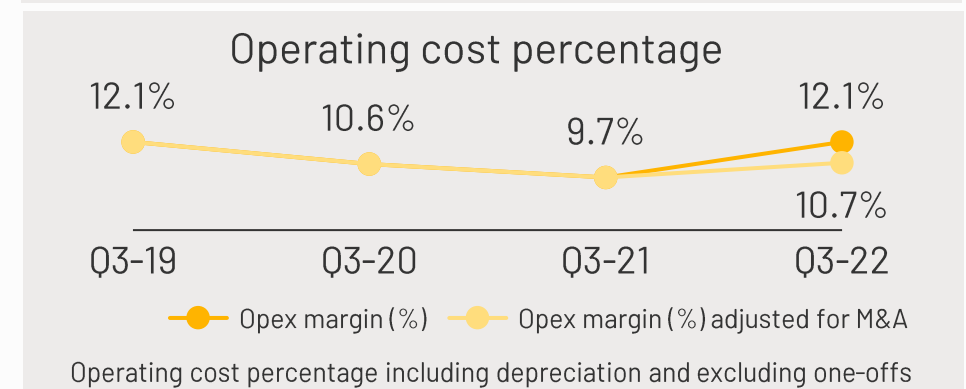
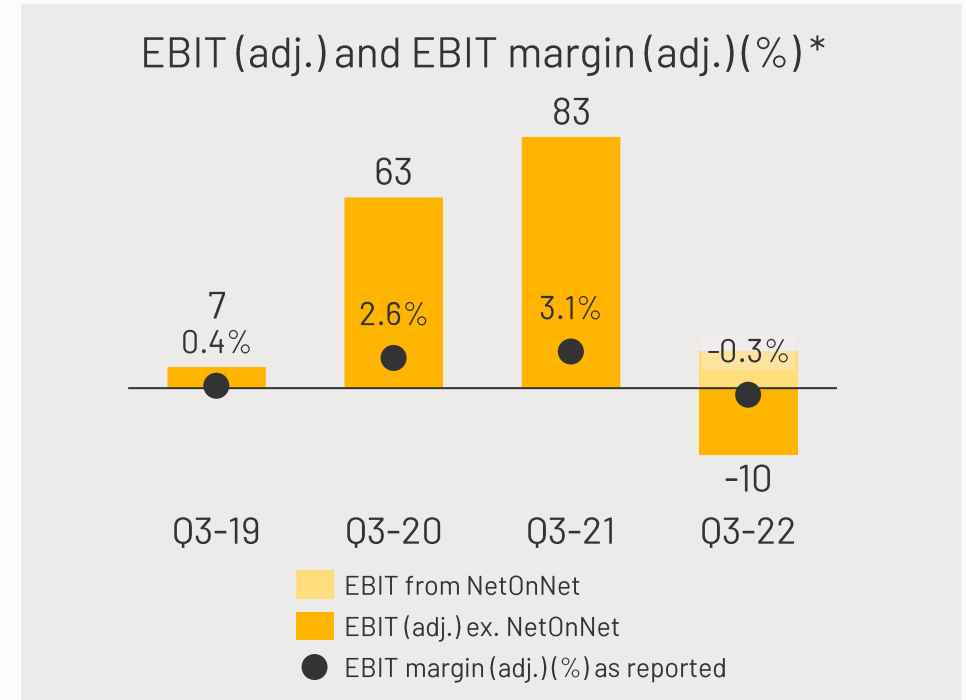
- Weaker markets lead to tougher competition and price pressure driven by high inventory across the industry
- Inventory reduced by NOK 426 million YTD¹
- Successfully reduced slow-moving inventory
- Supplier negotiations are yielding the expected synergies from NetOnNet combination



Gross margin by segment	Q3-21	Q3-22
B2C	15.5%	13.3%
B2B	16.9%	16.1%
Distribution	5.8%	4.9%

Strong cost control, EBIT hit by lower gross margins

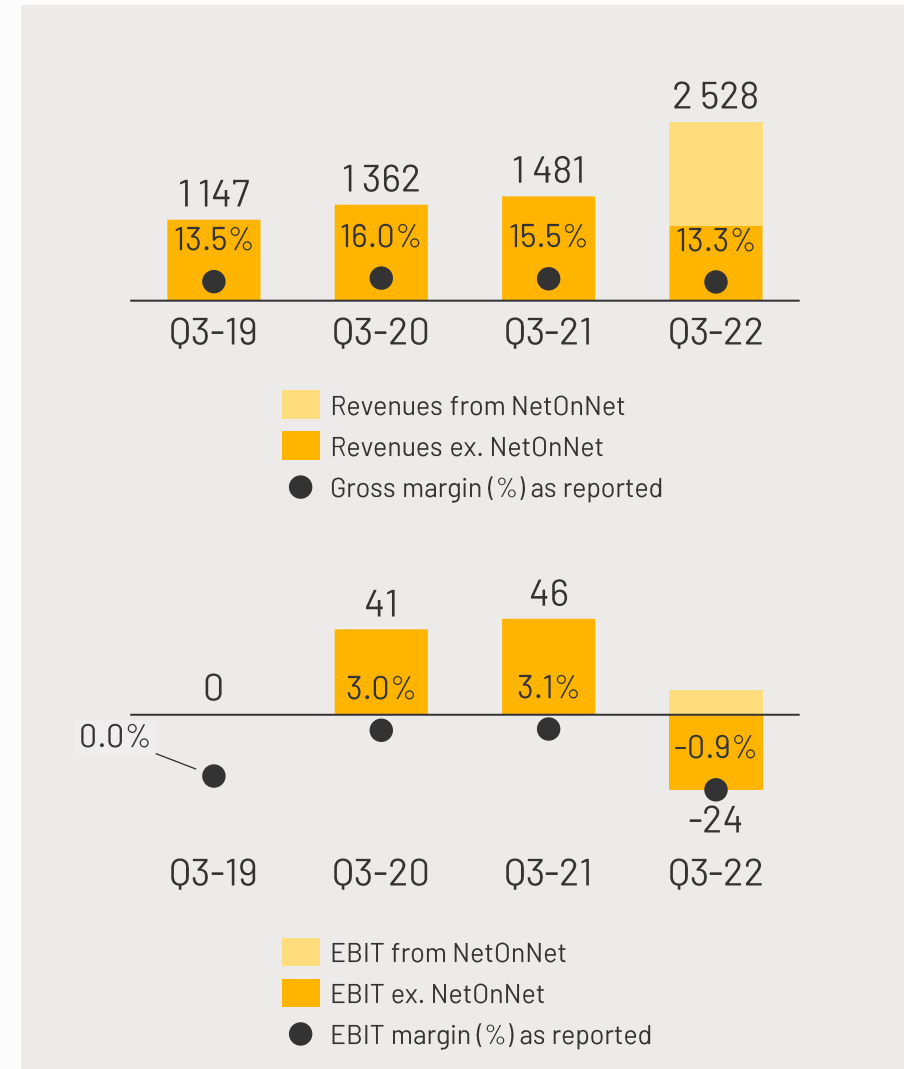
- Volume decline in B2C and continued pressure on gross margins
- Effects from NetOnNet combination include:
 - NOK 12 million EBIT impact from NetOnNet operations
 - Amortisation of acquired customer value amounting to NOK 11 million
- Industry leading cost position maintained
 - 6.1 per cent decline in like- for-like operating expenses resulted in an opex share of 10.7 per cent, excluding the impact from M&A
 - Cost initiatives with a total gross impact of SEK 70-90 million launched in NetOnNet with effect from 2023



B2C

Positioned for long-term growth following current market headwind

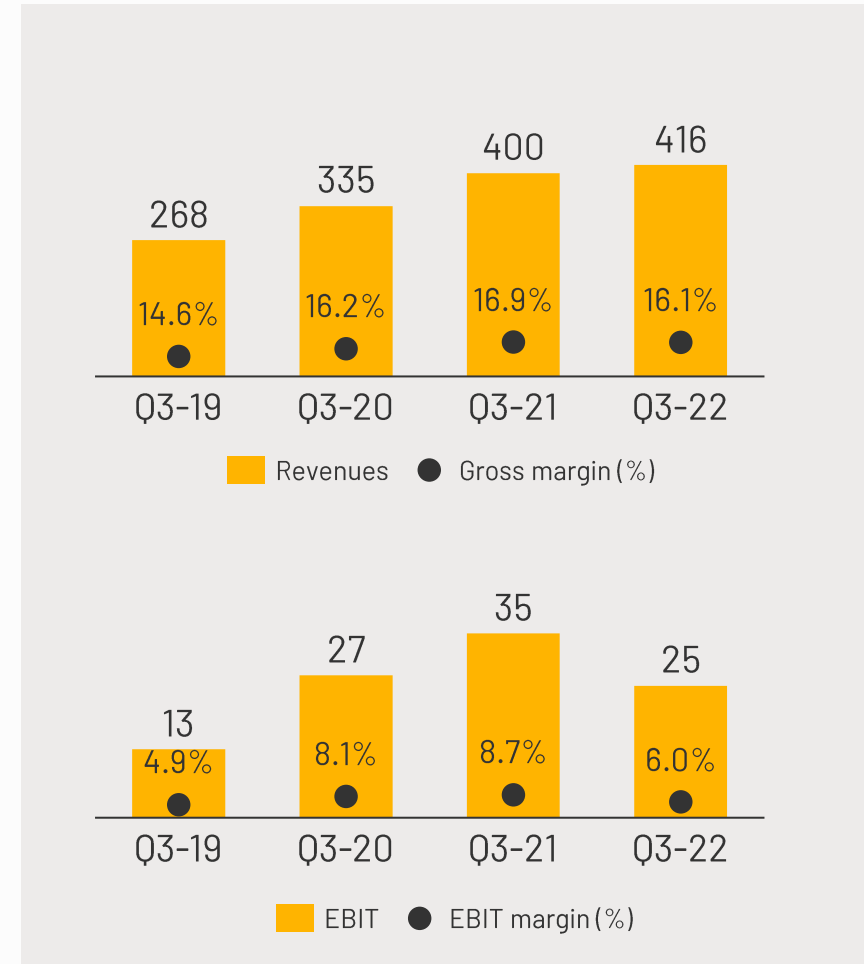
- Revenue base increased to NOK 2 528 million including contribution from NetOnNet
- Excluding NetOnNet, revenues declined due to:
 - More conservative consumer spending and temporary market saturation following consumption peak
 - Out-of-stock situations following inventory reductions
 - Online share back at pre-pandemic levels
- Gross profit impacted by price pressure and efforts to reduce inventory
- EBIT impacted by lower sales volume and price pressure



B2B

Modest increase in revenue, profitability impacted by lower gross margins

- Solid demand from medium-sized enterprises offset by softer demand from smaller businesses
- Supply issues due to Covid-19 lockdowns in China with major constraints on Apple products
- Gross margin decline as a result of increased sales of lower-margin educational products, reduction of slow-moving stock and currency effects
- EBIT margin of 6.0 per cent (7.4 per cent excl. Ironstone) impacted by lower gross margin

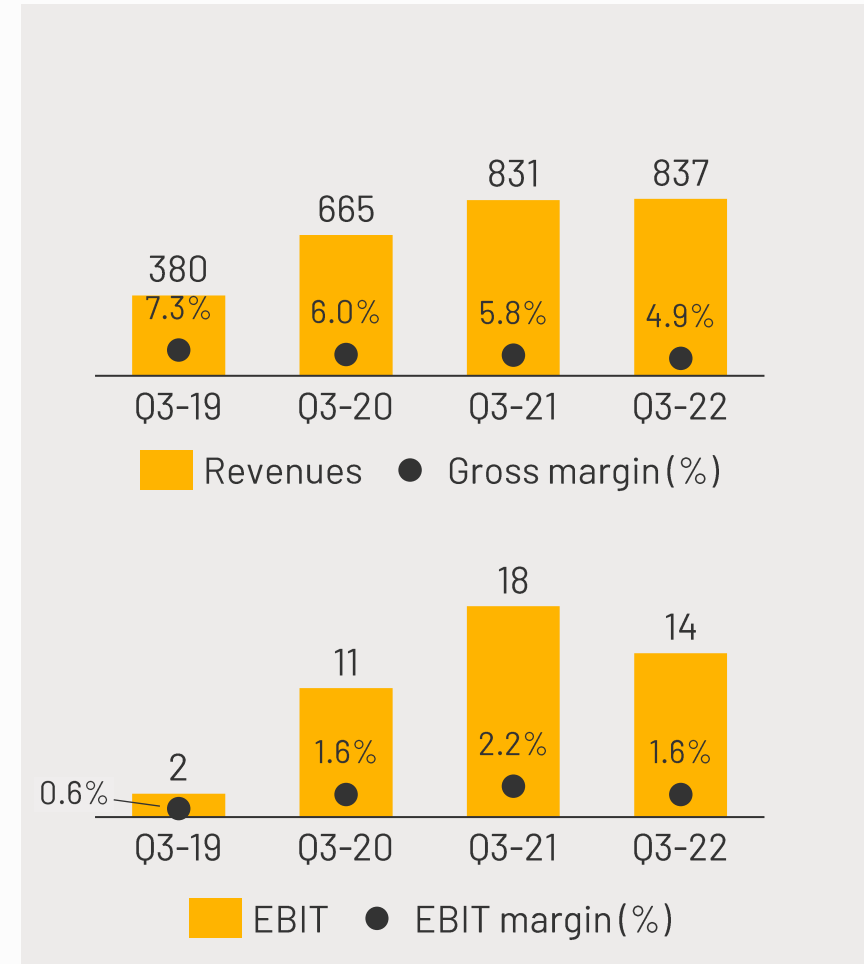


Note: Ironstone has been consolidated as from 1 September 2021. In Q3-22, Ironstone accounted for NOK 34 million of revenues, NOK 8 million of gross profit and negative NOK 3 million of EBIT. In Q3-21, Ironstone reported NOK 7 million in revenue, NOK 2 million in gross profit and negative NOK 0.4 million EBIT.

Distribution

Revenue base holds up well, gross margin hampered by customer and product mix

- Revenue amounted to NOK 837 million, representing an increase from 2021, which included major new distribution agreements
- Growth was driven by large accounts and strong sales of Apple products, despite supply constraints
- Gross margin impacted by lower growth among smaller retailers and a less favourable product mix
- EBIT fell back due to lower gross margins



| Financial performance

Krister Pedersen, CFO



Profit and loss

- Strong reported revenue growth was driven by M&A
 - NetOnNet consolidated as of 1 April 2022
- Revenue decline excluding NetOnNet due to softer consumer demand
- Strong cost control on operations
- EBIT reduction mainly driven by a volume decline in B2C and continued pressure on gross margins
- One-off costs related to the transaction with NetOnNet
- Net financials included NOK 11 million in interest costs related to the bridge facility
- Profit on discontinued operations was NOK 6 million net of tax
- Profit for the period year-to-date negative NOK 91 million
 - The board expects no dividend to be paid for the financial year 2022

	Q3-22	Q3-21	YTD-22	YTD-21	FY 2021
Operating revenue	3 784	2 715	9 961	7 751	11 043
EBIT (adj.)	-10	83	17	270	388
One-off cost	-4	-5	-60	-16	-19
EBIT	-14	79	-43	254	369
Net financials	-29	-5	-63	-15	-22
Profit before tax	-43	74	-106	239	347
Tax expense	8	-14	10	-21	-48
PROFIT FROM CONTINUING OPERATIONS	-35	60	-97	218	300
Profit/loss on discontinued operations	6	-	6	-	-
PROFIT FOR THE PERIOD	-29	60	-91	218	300

Cash flow & working capital

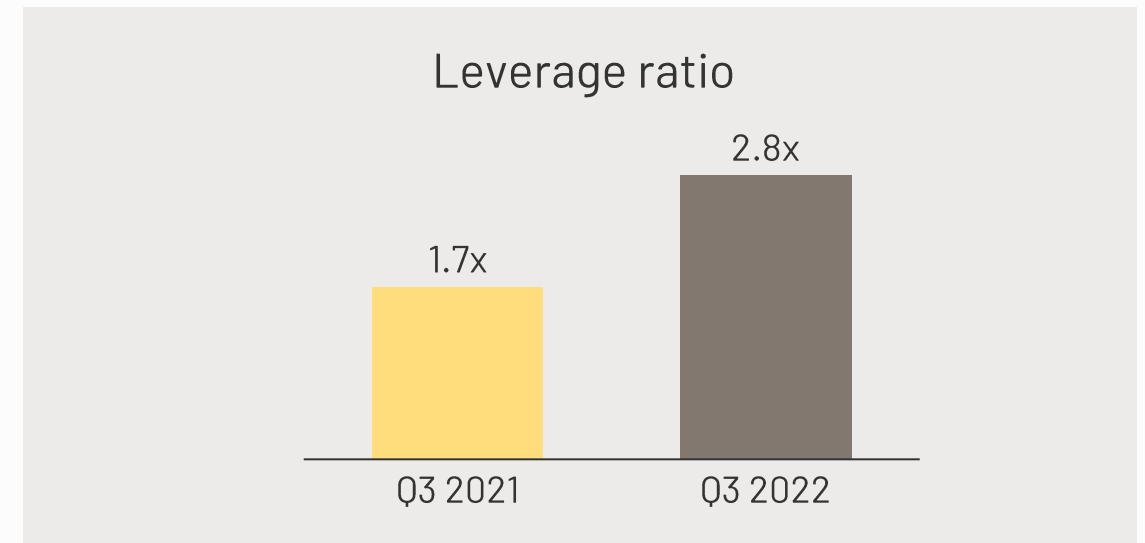
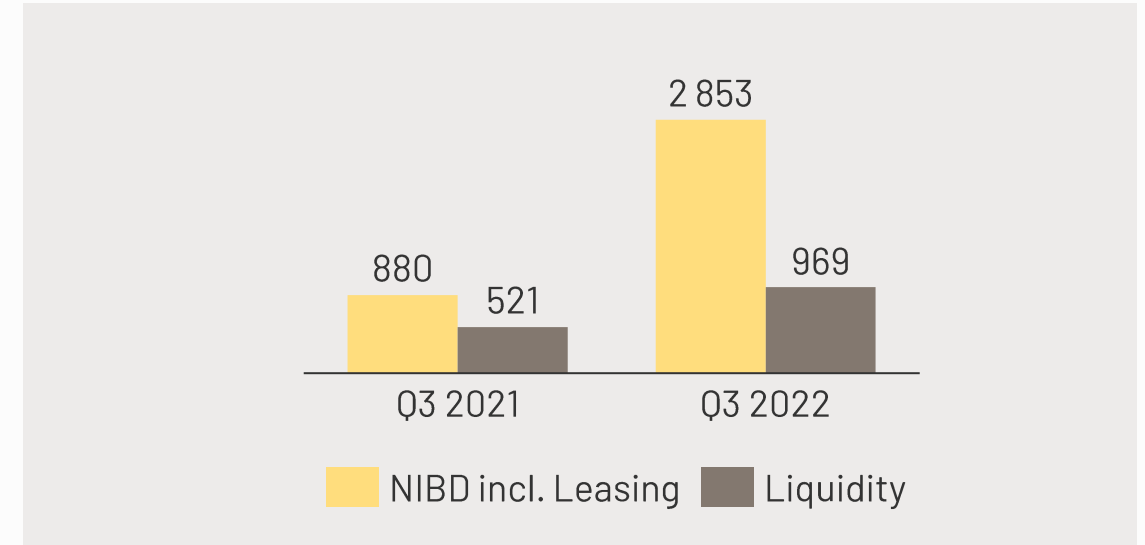
- Improved cash flow from operation from NOK 153 million in Q3 last year to NOK 380 million this year
- Increased net cash flow from operating activities driven by the successful reduction in net working capital of NOK 200 million from factoring
- A further improvement of NOK 100-200 million is estimated in Q4, and the effect is expected to increase in 2023
- Increased inventory level but reduced level of slow-moving stock
- Cash flow from investing activities amounted to NOK 29 million, compared with NOK 77 million in Q3 2021
- Cash flow from financing activities was NOK 314 million, compared with NOK 61 million in the same period last year

Cash flow	Q3-22	Q3-21	YTD-22	YTD-21	FY 2021
Net cash from operating activities	380	153	542	13	65
Net cash used in investing activities	-29	-77	-1 624	-100	-114
Net cash (used in)/from financing activities	-314	-61	1 126	66	36
Net increase in cash and cash equivalents	36	15	44	-21	-12

Change in net working capital ¹	Q3-22	Q3-21	YTD-22	YTD-21	FY 2021
Change in inventory	68	37	-513	194	425
Changes in trade receivables - regular	-201	10	-226	69	186
Changes in payables	-113	-100	245	1	-190
Changes in other assets and liabilities	-56	-1	127	98	35
Change in net working capital	-302	-54	-368	362	455

Financial position

- Net interest-bearing debt (NIBD) incl. IFRS 16 for the period was NOK 2 853 million compared with NOK 880 million last year
- NOK 1 500 million is related to the bridge facility following the acquisition of NetOnNet, and NOK 593 million from leasing liability. The leasing liability increased by NOK 285 million from NetOnNet
- NIBD excl. IFRS 16 and the bridge facility was NOK 760 million compared to NOK 667 million last year
- The bridge facility is without covenants, giving a leverage ratio (NIBD/ LTM EBITDA) of 2.8x compared with 1.7x last year
- The liquidity reserve was NOK 969 million at the end of the third quarter compared with NOK 521 million one year earlier



| Summary and outlook

Lars Olav Olaussen, CEO



Key takeaways

- Challenging markets, especially in B2C
- Mitigating actions have been implemented to:
 - Maintain cost leadership position
 - Ensure an attractive inventory position
 - Secure a healthy balance sheet
- Supplier negotiations following the combination with NetOnNet are yielding the expected synergies
- 10 per cent organic revenue CAGR since 2019 despite the temporary market decline in recent quarters



Priorities going forward

- Execute integration with NetOnNet
 - Continue supplier negotiations to extract synergies from NetOnNet combination
 - Secure long-term refinancing of bridge loan facility
- Maintain cost leadership position
 - Cost initiatives with gross impact of SEK 70-90 million launched in NetOnNet with effect from 2023
- Committed to continue lowering inventory and improve stock composition
- Secure a healthy balance sheet
 - Measures taken to postpone and reduce investments
 - Factoring expected to yield a further net working capital improvement of NOK 100-200 million in Q4
 - The effect is expected to increase in 2023
- Over time, the market is expected to recover and return to its attractive growth trajectory





KOMPLETT® GROUP



Alternative Performance Measures (APMs)

The APMs used by Komplet Group are set out below (presented in alphabetical order):

EBIT adjusted: Derived from Financial Statements as operating result (EBIT) excluding one-off costs. The Group has presented this item because it considers it to be a useful measure to show Management's view on the efficiency in the profit generation of the Group's operations before one-off items.

Reconciliation

	Q3'22	Q3'21	YTD'22	YTD'21	FY'21
Total Operating revenue	3 784	2 715	9 961	7 751	11 043
EBIT	-14	79	-43	254	369
+ One-off cost	4	5	60	16	19
= EBIT adjusted	-10	83	17	270	388
EBIT Margin adjusted	-0,3 %	3,1 %	0,2 %	3,5 %	3,5 %

EBIT Margin: Operating result (EBIT) as a percentage of total operating revenue. The Group has presented this item because it considers it to be a useful measure to show Management's view on the efficiency in the profit generation of the Group's operations as a percentage of total operating revenue.

Reconciliation

	Q3'22	Q3'21	YTD'22	YTD'21	FY'21
Total Operating revenue	3 784	2 715	9 961	7 751	11 043
EBIT	-14	79	-43	254	369
EBIT margin	-0,4 %	2,9 %	-0,4 %	3,3 %	3,3 %

EBIT Margin adjusted: EBIT adjusted as a percentage of total operating revenue. The Group has presented this item because it considers it to be a useful measure to show Management's view on the efficiency in the profit generation of the Group's operations before one-off items as a percentage of total operating revenue.

Reconciliation - see above under EBIT adjusted

EBITDA excl. impact of IFRS-16: Derived from Financial Statements as the sum of operating result (EBIT) plus the sum of depreciation and amortisation for the segments B2C, B2B, Distribution and Other. The Group has presented this item because it considers it to be a useful measure to show Management's view on the overall picture of operational profit and cash flow generation before depreciation and amortisation in the Group's operations, excluding any impact of IFRS-16.

Reconciliation

	Q3'22	Q3'21	YTD'22	YTD'21	FY'21
EBIT	-14	79	-43	254	369
- EBIT - IFRS 16	-3	-2	-9	-6	-9
+ Dep B2C, B2B, Dist. Other	33	15	82	48	64
= EBITDA excl IFRS 16	16	92	30	296	424

Gross Margin: Gross Profit (as defined below) as a percentage of total operating revenue. The Group has presented this item because it considers it to be a useful measure to show Management's view on the efficiency of gross profit generation of the Group's operations as a percentage of total operating revenue.

Reconciliation - see below under Gross Profit

Gross Profit: Total operating revenue less cost of goods sold. The Group has presented this item because it considers it to be a useful measure to show Management's view on the overall picture of profit generation before operating costs in the Group's operations.

Reconciliation

	Q3'22	Q3'21	YTD'22	YTD'21	FY'21
Total Operating revenue	3 784	2 715	9 961	7 751	11 043
- Cost of goods sold	-3 338	-2 368	-8 765	-6 710	-9 581
= Gross Profit	447	347	1 196	1 041	1 462
Gross Margin	11,8 %	12,8 %	12,0 %	13,4 %	13,2 %

Net Interest-Bearing Debt: Interest-bearing liabilities less cash and cash equivalents. The Group has presented this item because Management considers it to be a useful indicator of the Group's indebtedness, financial flexibility and capital structure.

Reconciliation

	Q3'22	Q3'21	YTD'22	YTD'21	FY'21
Long-term loans	500	400	500	400	400
+ Bank overdraft	1 844	211	1 844	211	207
- Cash/cash equivalents	-85	-33	-85	-33	-41
= Net Int.Bear. Debt	2 259	579	2 259	579	566

Net Working Capital: Working capital assets, comprising inventories plus total current receivables less trade receivables from deferred payment arrangements less current lease receivables, less working capital liabilities, comprising total current liabilities less current lease liabilities less bank overdraft. Management considers it to be a useful indicator of the Group's capital efficiency in its day-to-day operational activities.

Reconciliation

	Q3'22	Q3'21	YTD'22	YTD'21	FY'21
Inventories	2 101	1 074	2 101	1 074	1 305
+ Total Curr. receivables	1 067	999	1 067	999	1 152
- Deferred payment	-96	-127	-96	-127	-130
- Curr. lease receivables	-12	-12	-12	-12	-12
- Total curr. liabilities	-4 030	-1 699	-4 030	-1 699	-1 984
+ Curr. lease liabilities	175	80	175	80	80
+ Bank overdraft	1 844	211	1 844	211	207
= Net Working Capital	1 047	525	1 047	525	619

Operating Cost Percentage (adj.): Total operating expenses less cost of goods sold and One-off cost as a percentage of total operating revenue. The Group has presented this item because Management considers it to be a useful measure of the Group's efficiency in operating activities.

Reconciliation

	Q3'22	Q3'21	YTD'22	YTD'21	FY'21
Total Operating revenue	3 784	2 715	9 961	7 751	11 043
Total operating exp.	3 798	2 637	10 004	7 498	10 674
- Cost of goods sold	-3 338	-2 368	-8 765	-6 710	-9 581
- One-off cost	-4	-5	-60	-16	-19
= Total operating expenses (adj.)	457	264	1 180	771	1 074
Operating Costs %	12,1 %	9,7 %	11,8 %	10,0 %	9,7 %

Operating Free Cash Flow: EBITDA excl. impact of IFRS16 less investment in property, plant and equipment, less change in Net Working Capital less change in trade receivable from deferred payment arrangements. The Group has presented this item because Management considers it to be a useful measure of the Group's operating activities' cash generation.

Reconciliation

	Q3'22	Q3'21	YTD'22	YTD'21	FY'21
EBITDA excl IFRS 16	16	92	30	296	424
- Investments	-29	-18	101	-42	-56
+/- Change in Net Working Capital	302	54	-429	-362	-455
+/- Change in deferred payment	6	3	33	25	22
= Operating Free Cash Flow	295	132	-265	-84	-65

Total operating expenses (adj.): Total operating expenses less cost of goods sold and One-off cost. The Group has presented this item because Management considers it to be a useful measure of the Group's efficiency in operating activities.

Reconciliation - see above under Operating Cost Percentage

 **KOMPLETT[®]GROUP** + **netonnet**



Pro forma figures

Komplett + NetOnNet pro forma key figures

Key figures Q3 2022

	Group	Komplett	NetOnNet	Adjustment
Amounts in NOK million	Q3 2022	Q3 2022	Q3 2022	Q3 2022
Operating revenue	3 784	2 322	1 462	-
Growth (%)	-15.3%	-14.5%	-16.5%	-
Gross profit ¹	447	246	200	-
Gross margin (%) ¹	11.8%	10.6%	13.7%	-
Operating expenses (ex dep and one-off)(adj.)	-383	-226	-157	-
Depreciation and amortisation	-74	-31	-31	-11
Total operating expenses (adj.)	-457	-257	-188	-11
Operating Cost Percentage (adj.) ¹	-12.1%	-11.1%	-12.9%	-
EBIT (adj.) ¹	-10	-10	12	-11
EBIT margin (adj.) (%)¹	-0.3%	-0.4%	0.8%	-
One-off cost	-4	-4	-	-
EBIT	-14	-14	12	-11
Net financials	-29	-14	-3	-11
Profit before tax	-43	-29	9	-23
Profit before tax (%)	-1.1%	-1.2%	0.6%	-

Key figures Q3 2021

	Pro forma Group	Komplett	NetOnNet	Adjustment
Amounts in NOK million	Q3 2021	Q3 2021	Q3 2021	Q3 2021
Operating revenue	4 467	2 715	1 752	-
Growth (%)	10.9%	14.8%	5.4%	-
Gross profit ¹	631	347	284	-
Gross margin (%) ¹	14.1%	12.8%	16.2%	-
Operating expenses (ex dep and one-off)(adj.)	-411	-232	-179	-
Depreciation and amortisation	-76	-32	-33	-11
Total operating expenses (adj.)	-488	-264	-212	-11
Operating Cost Percentage (adj.) ¹	-10.9%	-9.7%	-12.1%	-
EBIT (adj.) ¹	143	83	71	-11
EBIT margin (adj.) (%)¹	3.2%	3.1%	4.1%	-
One-off cost	-5	-5	-	-
EBIT	139	79	71	-11
Net financials	-19	-5	-2	-12
Profit before tax	119	74	69	-24
Profit before tax (%)	2.7%	2.7%	4.0%	-

Komplett + NetOnNet pro forma key figures

Key figures YTD 2022

	Pro forma Group	Komplett	NetOnNet	Adjustment
Amounts in NOK million	YTD 2022	YTD 2022	YTD 2022	YTD 2022
Operating revenue	11 429	6 999	4 430	-
Growth (%)	-12.2%	-9.7%	-15.7%	-
Gross profit ¹	1 410	780	630	-
Gross margin (%) ¹	12.3%	11.1%	14.2%	-
Operating expenses (ex dep and one-off)(adj.)	-1 182	-662	-520	-
Depreciation and amortisation	-223	-93	-95	-34
Total operating expenses (adj.)	-1 405	-756	-615	-34
Operating Cost Percentage (adj.) ¹	-12.3%	-10.8%	-13.9%	-
EBIT (adj.) ¹	5	25	15	-34
EBIT margin (adj.) (%)¹	0.0%	0.4%	0.3%	-
One-off cost	-56	-56	-	-
EBIT	-51	-32	15	-34
Net financials	-78	-31	-10	-36
Profit before tax	-129	-63	5	-71
Profit before tax (%)	-1.1%	-0.9%	-0.1%	-

Key figures YTD 2021

	Pro forma Group	Komplett	NetOnNet	Adjustment
Amounts in NOK million	YTD 2021	YTD 2021	YTD 2021	YTD 2021
Operating revenue	13 010	7 751	5 258	-
Growth (%)	18.2%	20.5%	14.9%	-
Gross profit ¹	1 904	1 041	862	-
Gross margin (%) ¹	14.6%	13.4%	16.4%	-
Operating expenses (ex dep and one-off)(adj.)	-1 242	-674	-568	-
Depreciation and amortisation	-231	-97	-100	-34
Total operating expenses (adj.)	-1 473	-771	-668	-34
Operating Cost Percentage (adj.) ¹	-11.3%	-10.0%	-12.7%	-
EBIT (adj.) ¹	430	270	195	-34
EBIT margin (adj.) (%)¹	3.3%	3.5%	3.7%	-
One-off cost	-16	-16	-	-
EBIT	414	254	195	-34
Net financials	-57	-15	-4	-37
Profit before tax	358	239	191	-72
Profit before tax (%)	2.7%	3.1%	3.6%	-

Komplett + NetOnNet pro forma IFRS P&L

Q3 2022 Incl IFRS

	Group	Komplett	NetOnNet	Adjustment
<i>Amounts in NOK million</i>	Q3 2022	Q3 2022	Q3 2022	Q3 2022
Total operating income	3 784	2 322	1 462	-
Cost of goods sold	-3 338	-2 076	1 262	-
Employee benefit expenses	-223	-121	-103	-
Depreciation and amortisation expense	-74	-31	-31	-11
Other operating expenses	-163	-109	-54	-
Total operating expenses	-3 798	-2 337	-1 450	-11
OPERATING RESULT	-14	-14	12	-11
Net finance income and expenses	-29	-14	-3	-11
PROFIT BEFORE TAX	-43	-29	9	-23
Tax expense	8	5	-2	5
PROFIT FROM CONTINUING OPERATIONS	-35	-24	7	-18
Profit/loss on discontinued operations	6	6	-	-
PROFIT FOR THE PERIOD	-29	-18	7	-18

Q3 2021 Incl IFRS

	Pro forma Group	Komplett	NetOnNet	Adjustment
<i>Amounts in NOK million</i>	Q3 2021	Q3 2021	Q3 2021	Q3 2021
Total operating income	4 467	2 715	1 752	-
Cost of goods sold	-3 836	-2 368	-1 468	-
Employee benefit expenses	-246	-127	-119	-
Depreciation and amortisation expense	-76	-32	-33	-11
Other operating expenses	-169	-109	-60	-
Total operating expenses	-4 329	-2 637	-1 681	-11
OPERATING RESULT	139	79	71	-11
Net finance income and expenses	-19	-5	-2	-12
PROFIT BEFORE TAX	119	74	69	-24
Tax expense	-23	-14	-14	5
PROFIT FOR THE PERIOD	96	60	55	-19

Komplett + NetOnNet pro forma IFRS P&L

YTD 2022 Incl. IFRS

	Pro forma Group	Komplett	NetOnNet	Adjustment
<i>Amounts in NOK million</i>	YTD 2022	YTD 2022	YTD 2022	YTD 2022
Total operating income	11 429	6 999	4 430	-
Cost of goods sold	-10 018	-6 218	-3 800	-
Employee benefit expenses	-693	-355	-339	-
Depreciation and amortisation expense	-223	-93	-95	-34
Other operating expenses	-545	-364	-182	-
Total operating expenses	-11 480	-7 030	-4 415	-34
OPERATING RESULT	-51	-32	15	-34
Net finance income and expenses	-78	-31	-10	-36
PROFIT BEFORE TAX	-129	-63	5	-71
Tax expense	16	1	-	15
PROFIT FROM CONTINUING OPERATIONS	-113	-62	4	-56
Profit/loss on discontinued operations	6	6	-	-
PROFIT FOR THE PERIOD	-107	-56	4	-56

YTD 2021 Incl. IFRS

	Pro forma Group	Komplett	NetOnNet	Adjustment
<i>Amounts in NOK million</i>	YTD 2021	YTD 2021	YTD 2021	YTD 2021
Total operating income	13 010	7 751	5 258	-
Cost of goods sold	-11 106	-6 710	-4 396	-
Employee benefit expenses	-728	-362	-367	-
Depreciation and amortisation expense	-231	-97	-100	-34
Other operating expenses	-530	-329	-201	-
Total operating expenses	-12 595	-7 498	-5 064	-34
OPERATING RESULT	414	254	195	-34
Net finance income and expenses	-57	-15	-4	-37
PROFIT BEFORE TAX	358	239	191	-72
Tax expense	-44	-21	-38	15
PROFIT FOR THE PERIOD	314	218	152	-56



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