



# Investor Presentation

November 2023

# SAFE HARBOR AND NON-GAAP

## Safe Harbor Statement

This presentation contains certain comments that are “forward-looking” statements about our FY24 outlook, mid-term goals and our operating strategies that involve plans, strategies, economic performance and trends, projections, expectations, costs or beliefs about future events and other statements that are not descriptions of historical facts. Forward-looking information is inherently subject to risks and uncertainties.

Any number of factors could cause actual results to differ materially from anticipated or forecasted results, including but not limited to, the following factors, which are neither presented in order of importance nor weighted: macroeconomic conditions, including potential prolonged economic weakness, inflation, the failure to manage and implement our organic growth strategy, credit risks involving our larger customers and suppliers, changes in interest and exchange rates and regulatory regimes impacting our international operations, economic weakness and inflation, risk to our business from a cyberattack, a failure of our IT systems, failure to hire and retain quality employees, loss of our major customers, relationships with our key suppliers and customers or a termination or a modification of the terms under which we operate with these key suppliers and customers, changes in our operating strategy, and other factors set forth in the “Risk Factors” contained in our annual report on Form 10-K for the year ended June 30, 2023, and subsequent reports on Form 10-Q, filed with the Securities and Exchange Commission.

Although ScanSource believes the expectations in its forward-looking statements are reasonable, it cannot guarantee future results, levels of activity, performance or achievement. ScanSource disclaims any obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by law.

## Non-GAAP Financial Information

In addition to disclosing results that are determined in accordance with United States Generally Accepted Accounting Principles (“GAAP”), the Company also discloses certain non-GAAP measures, including adjusted EBITDA, adjusted EBITDA margin, net debt, and adjusted return on invested capital (“ROIC”). A reconciliation of the Company’s non-GAAP financial information to GAAP financial information is provided in the Appendix and in the Company’s Form 8-K, filed with the SEC, with the quarterly earnings press release for the period indicated.

Unless otherwise noted, our business descriptions and results in this presentation reflect continuing operations only.

# The New ScanSource – A Transformed Company

**From:** A traditional hardware distributor



**To:** Innovative hybrid distributor

-  Orchestration of hybrid solutions
-  Intelisys, largest technology services distributor of telecom and cloud
-  Rapidly growing recurring revenue
-  Deep specialization
-  Expanding margins

AGENDA

# Leading Specialty Technology Distributor. Momentum Building.



**1**

**A repositioned  
company**

**2**

**Building on  
specialized  
technologies**

**3**

**Differentiated  
market position**

**4**

**Attractive  
financial profile**

**5**

**Delivering long-term  
sustainable growth**



# ScanSource At-a-Glance – Leading Hybrid Distributor

Specialty Technology  
Distributor

**#1**

Customers

**~30,000**

Technology Suppliers

**~500**

Total Employees

**~2,300**

## Two Segments – Net Sales

### Specialty Technology Solutions



Mobility and  
Barcode



Security and  
Networking



Point of Sale (POS)  
and Payments

**~62%**

### Modern Communications & Cloud



Communications  
and Collaboration



Connectivity



Cloud  
Services

**~38%**

Channel Play

**100%**

Recurring Revenue %  
of Gross Profit

**~24%**



WHAT IS HYBRID DISTRIBUTION?

# Example of a Hybrid Solution for the Modern Enterprise

Hybrid combines  
hardware devices and  
cloud applications

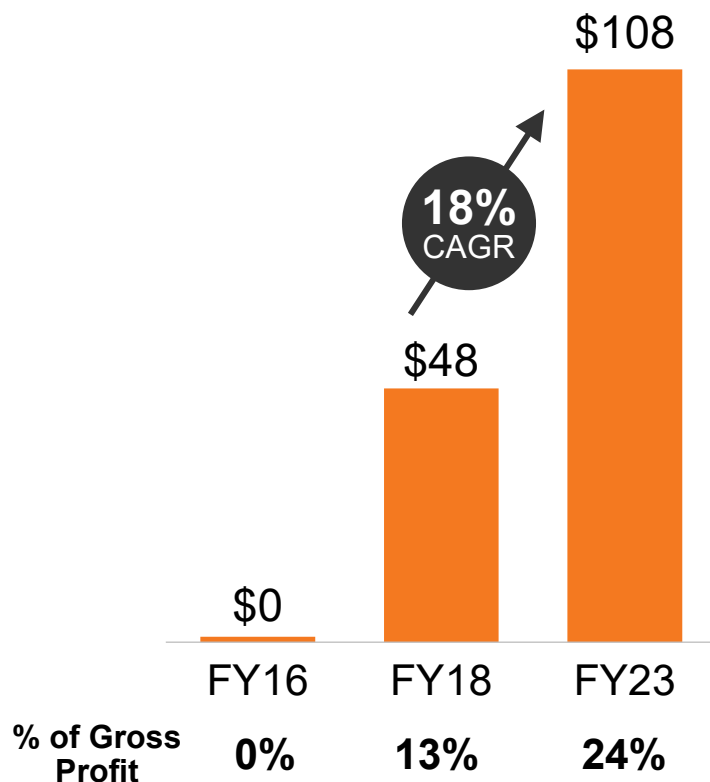
○ Hardware    ○ SaaS / Cloud



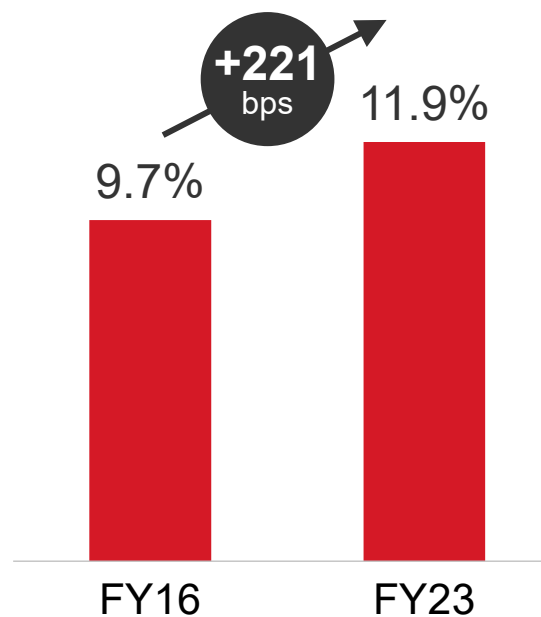


# Clear Evidence of a Transformed Business Model

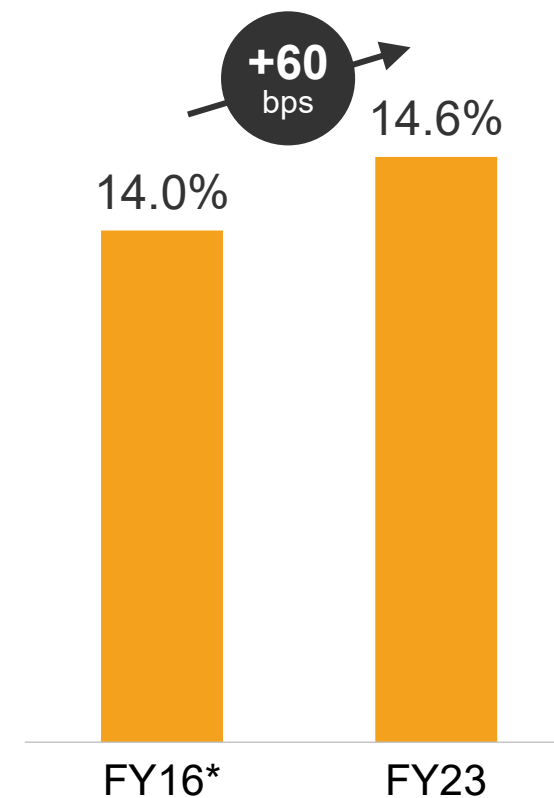
## Rapidly Growing Recurring Revenue (\$M)



## Expanding Gross Profit Margin



## Higher Adj. ROIC



Recurring revenue chart reflects gross profit from recurring revenues.

\* As reported in FY16 adjusted for change in calculation to exclude share-based compensation; includes discontinued operations.

# ScanSource Plays a Pivotal Role Accelerating Growth for Our Customers: #1 or #2 Channel Partner for Our Key Suppliers

## TECHNOLOGY SUPPLIERS (~500)

### ScanSource Value Proposition for Suppliers

Expand reach at  
variable cost

Multiple routes to  
market

Lower customer  
acquisition cost

Recruit, train new  
customers

Manage channel  
credit

**“Exceptional customer  
orchestration”**



Enable end-user  
consumption  
preferences

Pre-sale  
engineering

Easier to sell  
technology stack

Platforms, digital  
tools, insights

Expertise,  
education,  
custom  
configuration

**“One-stop-shop for  
hybrid solutions,  
reducing complexity”**

### ScanSource Value Proposition for Customers

## CUSTOMERS (~30,000)





## OUR MISSION ➤

Drive sustainable, profitable growth by orchestrating hybrid technology solutions through a rapidly growing ecosystem of suppliers and customers leveraging our people, processes, and tools.

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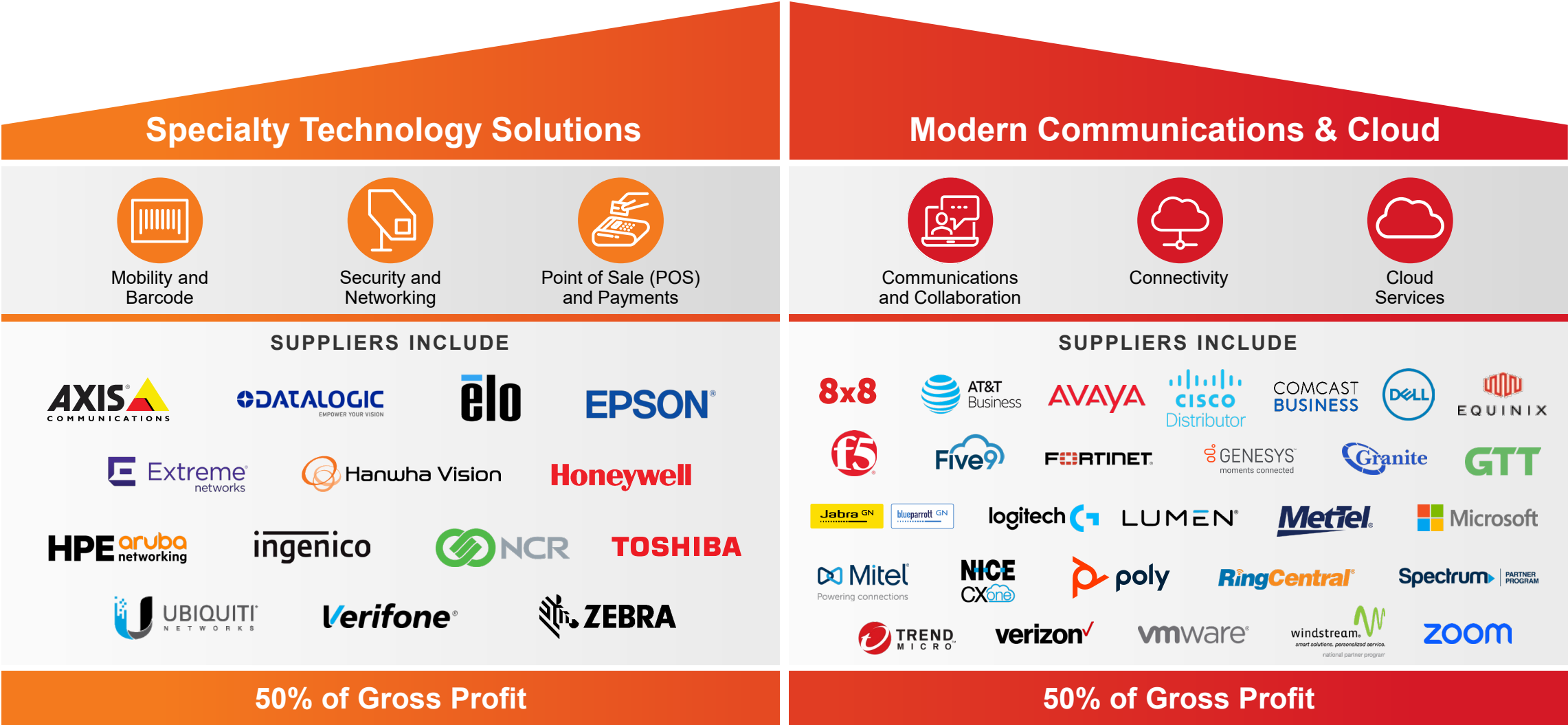
**4**

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# Building On Specialized Technologies – Two Segments





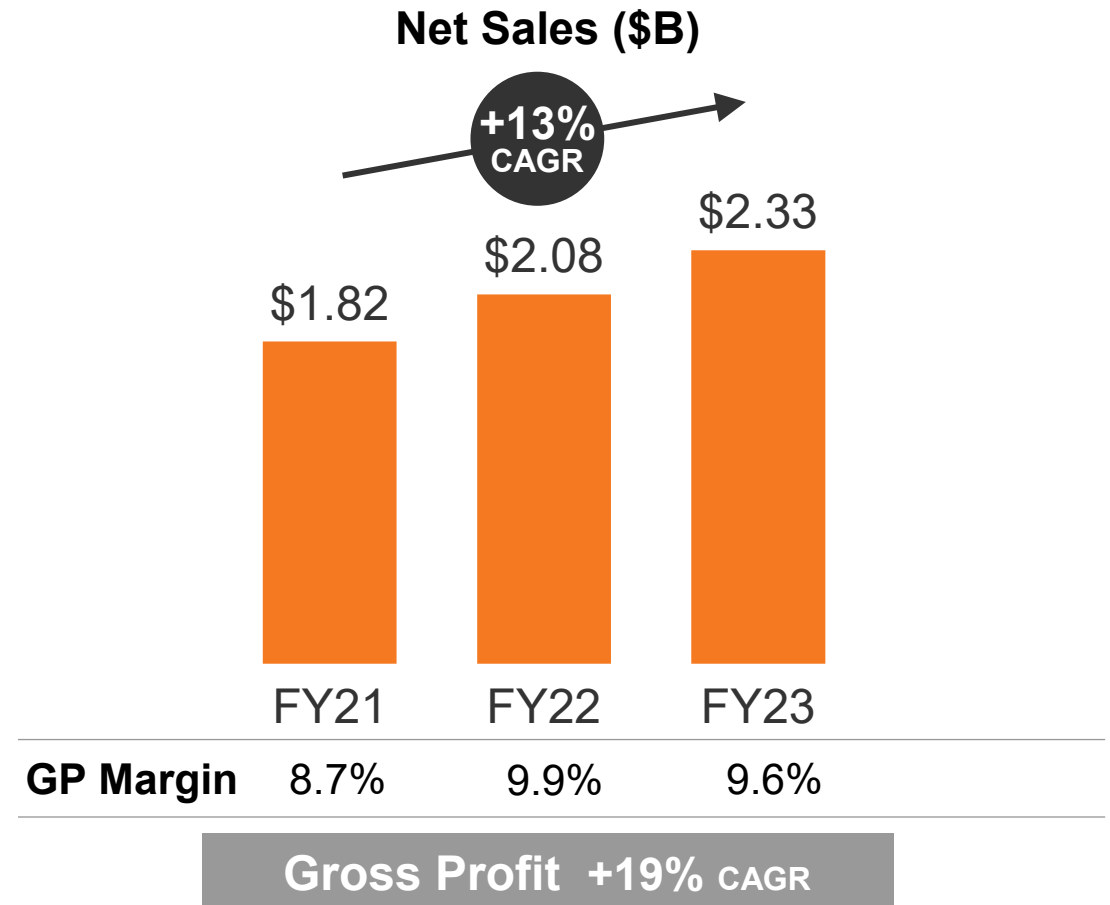
# Specialty Technology – Growing Steadily

## Key Growth Drivers

- ✓ Mobile computing devices enabling automation and worker productivity
- ✓ On-line ordering and self-checkout
- ✓ Payments and retail customer experience
- ✓ IP video surveillance protecting people and assets
- ✓ Remote work and wireless access points

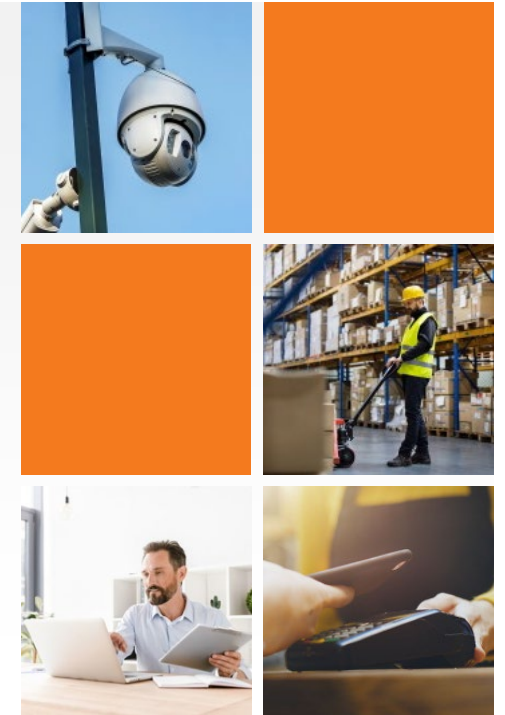
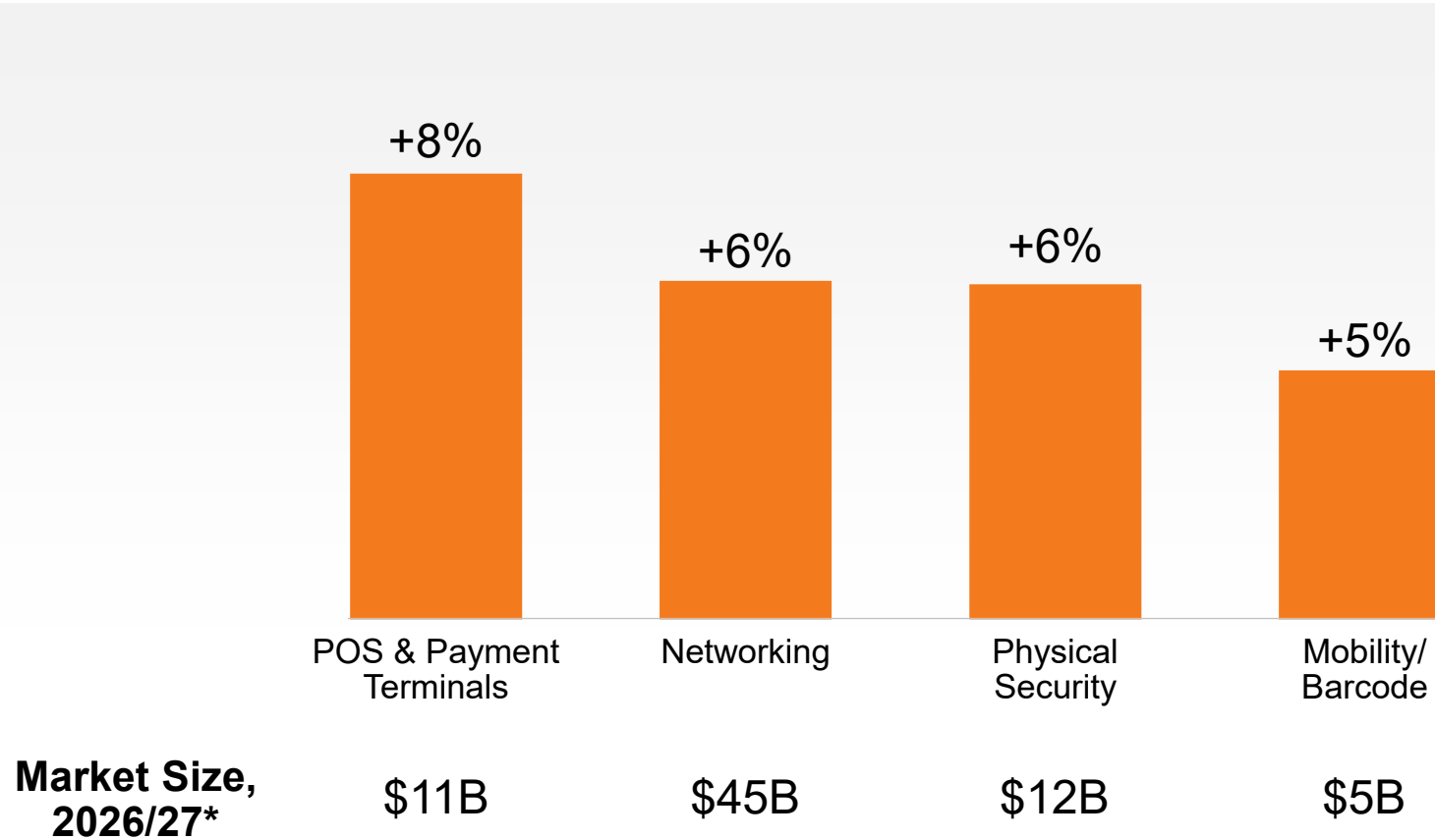


## Growth in FY23



# Positioned in Large Growing Markets

## Growth Rates – CAGR % 2022 to 2026/27\*



For US and Canada based on end-user spending (reflects direct and indirect sales); ScanSource's market opportunity is in indirect sales.  
 Source: ScanSource estimates using market research from Gartner, IDC, and VDC.

\* Estimates for 2022 to 2026 (4 year-CAGR) for POS & Payment Terminals and Mobility/Barcode and for 2022 to 2027 (5 year-CAGR) for Networking and Physical Security.

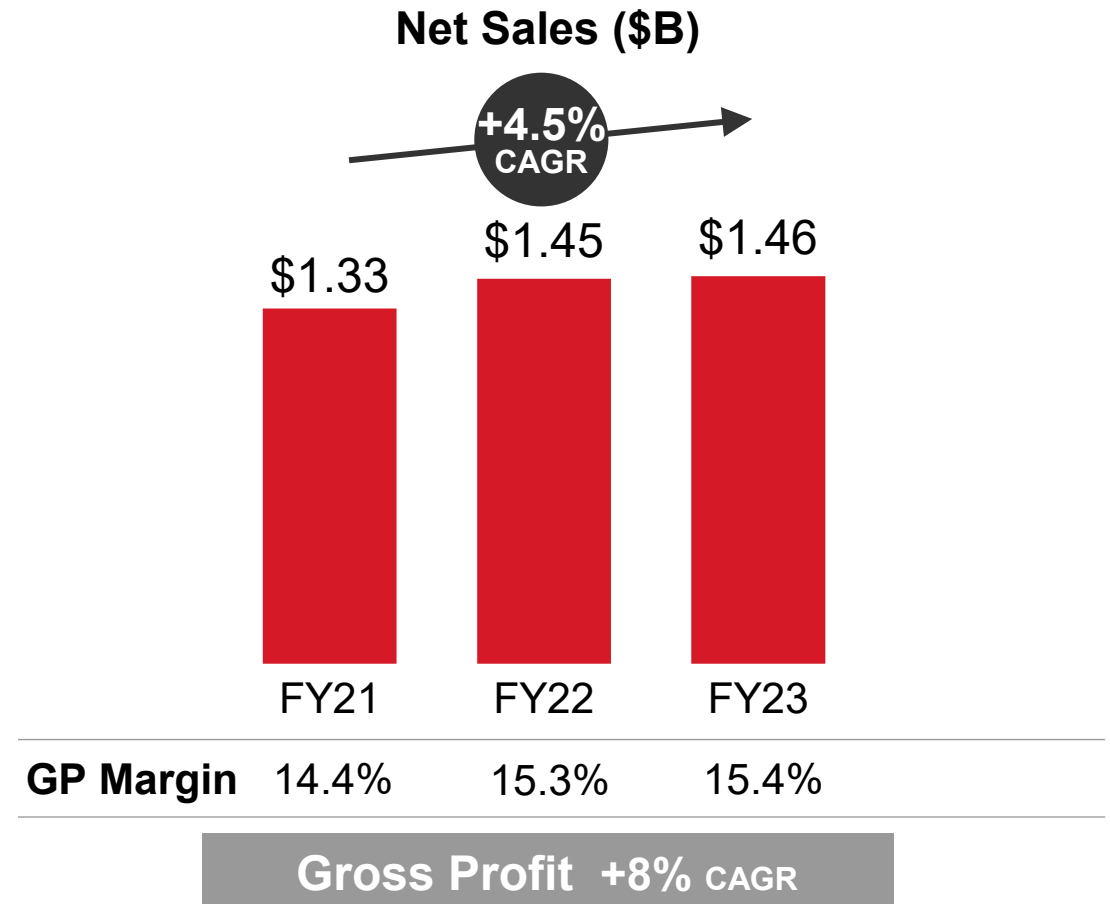
# Cloud Growth Set to Accelerate

## Key Growth Drivers

- ✓ Hybrid work creates opportunity for cloud-based unified communications & collaboration solutions
- ✓ Cloud-enabled endpoints and video conference rooms
- ✓ Growing need for easily maintainable cloud-based contact centers
- ✓ Heightened emphasis on security for cloud

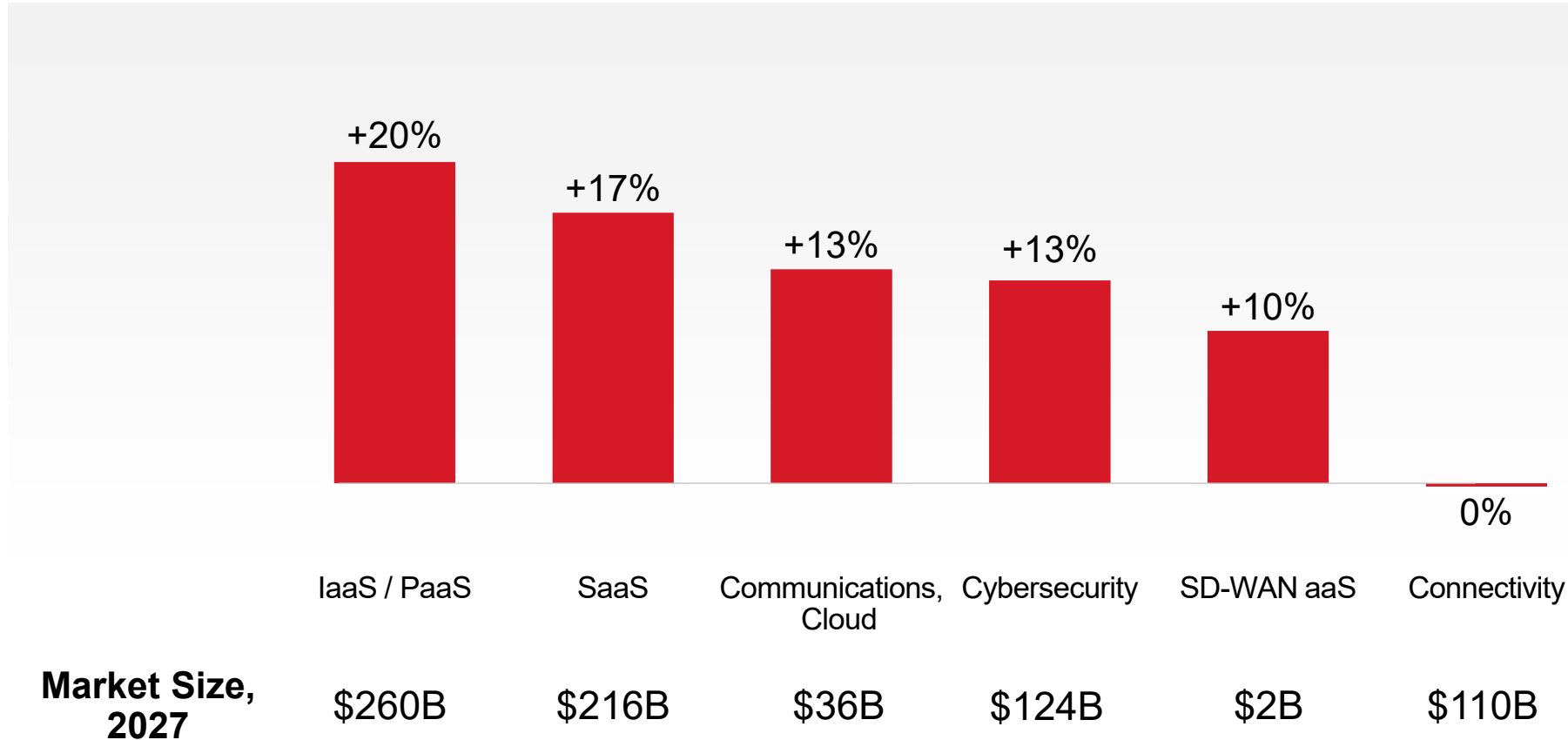


## Growth in FY23



# Positioned in High Growth Cloud Markets – Generates ~45% of Segment Gross Profit

**Growth Rates – CAGR % 2022 to 2027**



For US and Canada based on end-user spending (reflects direct and indirect sales); ScanSource's market opportunity is in indirect sales.  
Source: ScanSource estimates using market research from Gartner. Connectivity includes wireless data and voice.

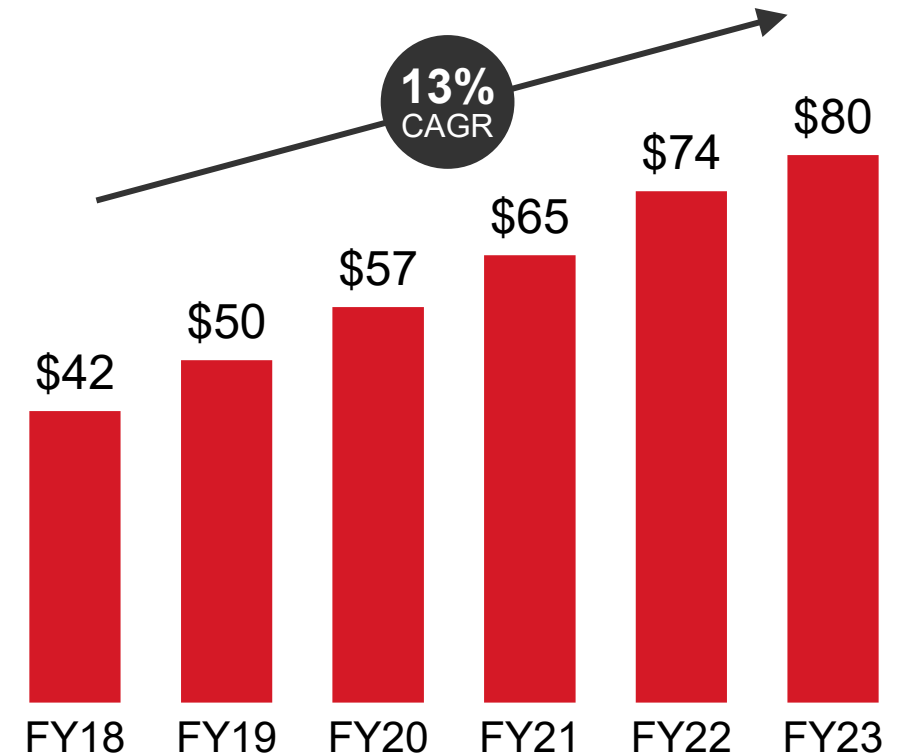


# Intelisys A Key Driver of Gross Profit Growth – Net Billings, \$2.51B<sup>(1)</sup>

## Key Growth Drivers

- Earns percentage of commissions, building recurring revenues from multi-year contracts
- Very low working capital requirements and no inventories
- Intelisys value-adds:
  - Trusted relationships
  - Strong supplier contracts and choice (200+)
  - Strong cloud supplier offerings; top UCaaS and CCaaS (~25% of net billings)
  - Commission management tool and accuracy
  - Education, training, and certifications
  - Financial strength of ScanSource; advanced commissions

## Intelisys Revenues (\$M)



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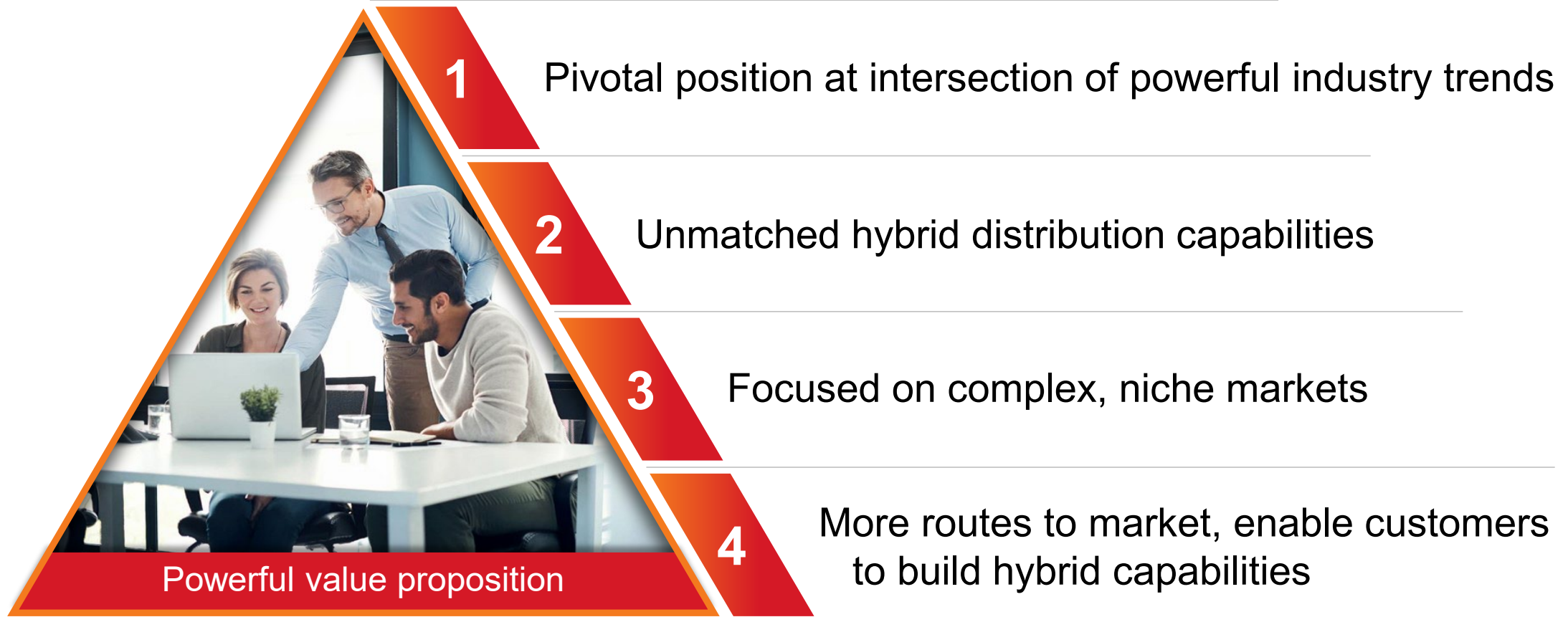
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# A Differentiated Market Position



# ScanSource is Positioned in a Pivotal Position to Capitalize on Powerful Technology Distribution Trends

## Suppliers Seeking New Routes to Market (~500)

- Need distributors who can support diverse routes and end-user preferences



## Pivotal Position



Value-added partner  
for BOTH:






















- Suppliers
- Customers

## Customers Need Expanded Capabilities (~30,000)

- Hardware +
- SaaS +
- Connectivity +
- Cloud services



# Unmatched Hybrid Distribution Capabilities

Capability		Competitors		
		Broadline IT	Speciality IT	Agency
Portfolio in Specialty Technologies:				
• Hardware				
• Agency model for selling cloud services				
Multiple, specialized routes to market				
Deep specialization				
Orchestrate hybrid solutions				

# Focused on Complex, Niche Markets

## Key Capabilities

### Scale of a Market Leader

Deep customer and supplier relationships  
– #1 or #2 for our key suppliers



### Delivery Model for Hybrid Distribution

Agency model makes it easy for  
customers to sell cloud



### Enable to Win

Hardware+ to deliver technology  
solutions stack



### Innovative Financial Solutions

Versatile financial solutions  
for customers



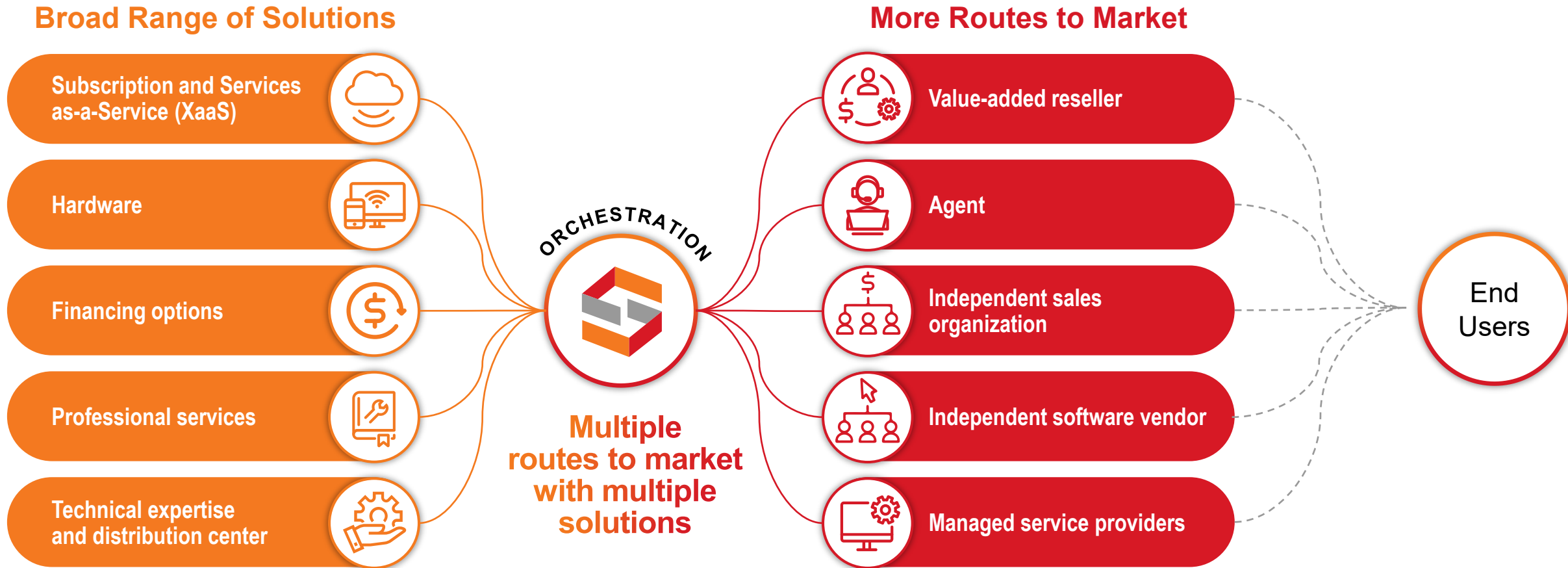
## Advantages



**Well-positioned  
to meet  
complex needs**



# Our Hybrid Model Orchestrates the Best End-User Solutions, Plus We are a 100% Channel Player





# VARs Selling Hardware and Recurring Revenue

## Communications VAR

### Situation

- Retailer moving from premise-based communications to cloud at its 2,200 locations

### Customer

- Communications VAR

### Solution

- ScanSource provided:
  - Engineering support
  - Modern communication solution, including hardware, software, and cloud connectivity



## Mobility / Barcode VAR

### Situation

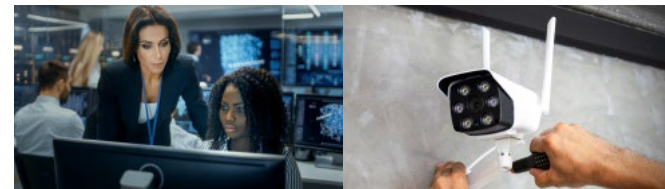
- Construction company implementing an outdoor video surveillance solution at over 3,000 sites

### Customer

- Mobility and Barcoding VAR

### Solution

- ScanSource provided:
  - Wireless surveillance solution
  - Included surveillance cameras, cellular SIM cards, connectivity, and remote monitoring



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# Attractive Financial Profile

1. Sustainable top-line growth
  - fast growing recurring revenue

2. Margin expansion opportunity
  - adj. EBITDA margin mid-term goal (4.5% to 5%)



4. Strong balance sheet
  - disciplined capital allocation

3. Consistent FCF generation
  - multi-quarter working capital improvement plan for FY24

# Strong Balance Sheet and Disciplined Capital Allocation

## Priorities

### Reinvestment for Growth

- Accelerate mid-term goals with strategic acquisitions

### Share Repurchases

- \$66M remaining on \$100M authorization
- \$16M share repurchases in FY23

**Maintain Targeted Net Leverage Ratio: 1x to 2x Adj. EBITDA**

## Key Metrics QE 9/30/23

Net leverage ratio

**1.2x**

Cash

**\$43M**

Borrowing availability

**\$252M**

Debt

**\$248M**

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# A New ScanSource Enables Customers to Build Hybrid Capabilities

	From		Add
<b>Delivery</b>	On premise	→	Cloud
<b>Products</b>	Hardware & software	→	“X” as a Service
<b>Revenue</b>	Upfront	→	Recurring
<b>Licenses</b>	Perpetual	→	Subscription
<b>Sales</b>	Order entry	→	Self-service automation
<b>Solutions</b>	Single-point products	→	Multi-purpose



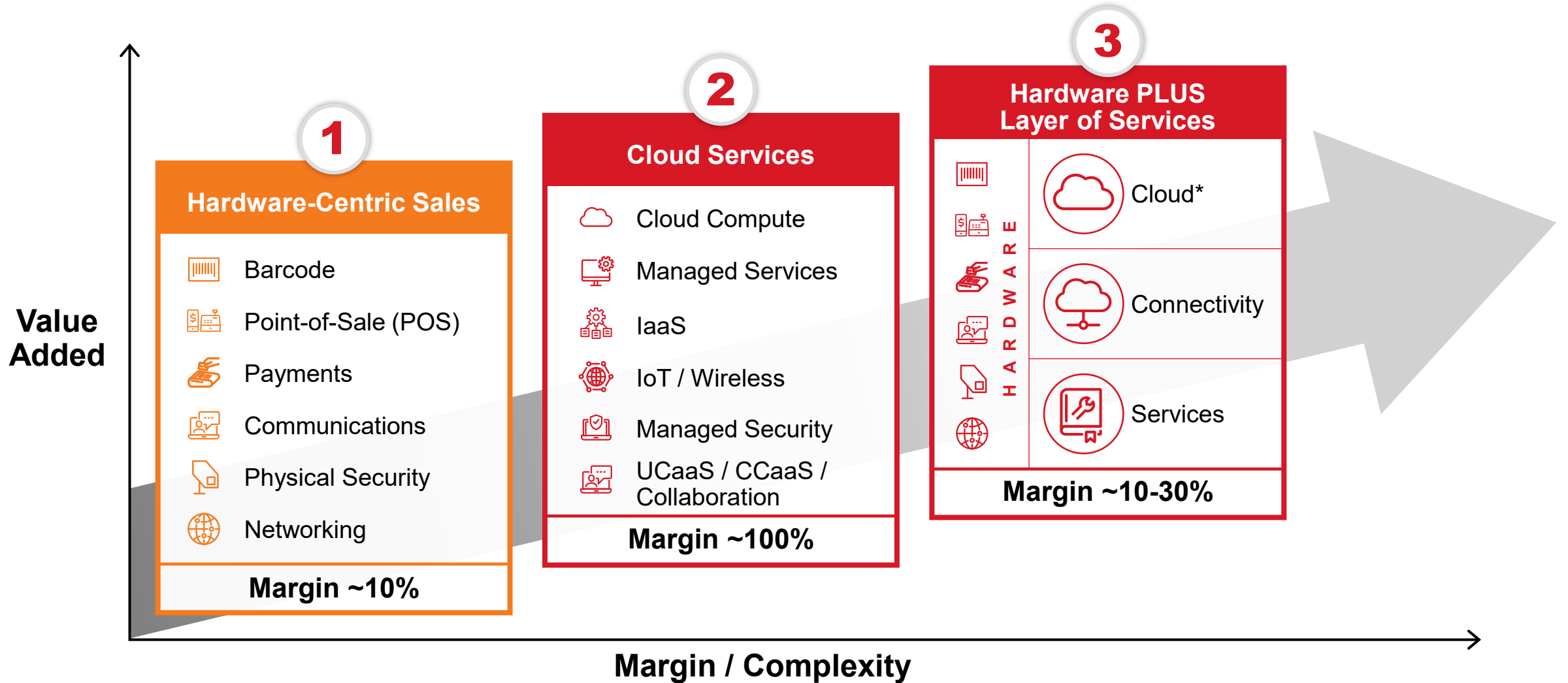
# Multiple Growth Drivers Going Forward

- 1.** Grow hybrid offerings across all routes to market
- 2.** Broaden technology portfolio
- 3.** Enter new markets, target new customer needs
- 4.** Digital expansion
- 5.** Build technology capabilities

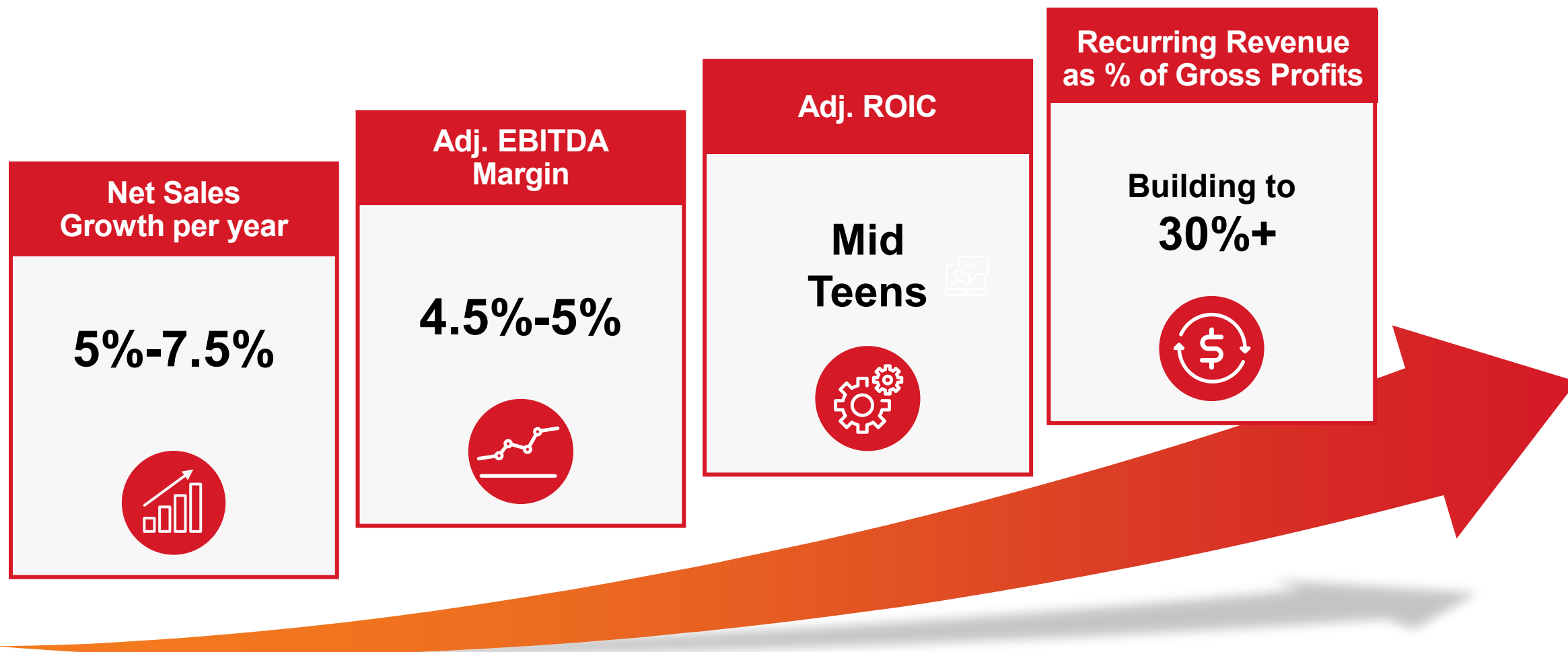




# Evolving to Higher Value-Added Solutions



# Clear Mid-Term Goals



IN SUMMARY

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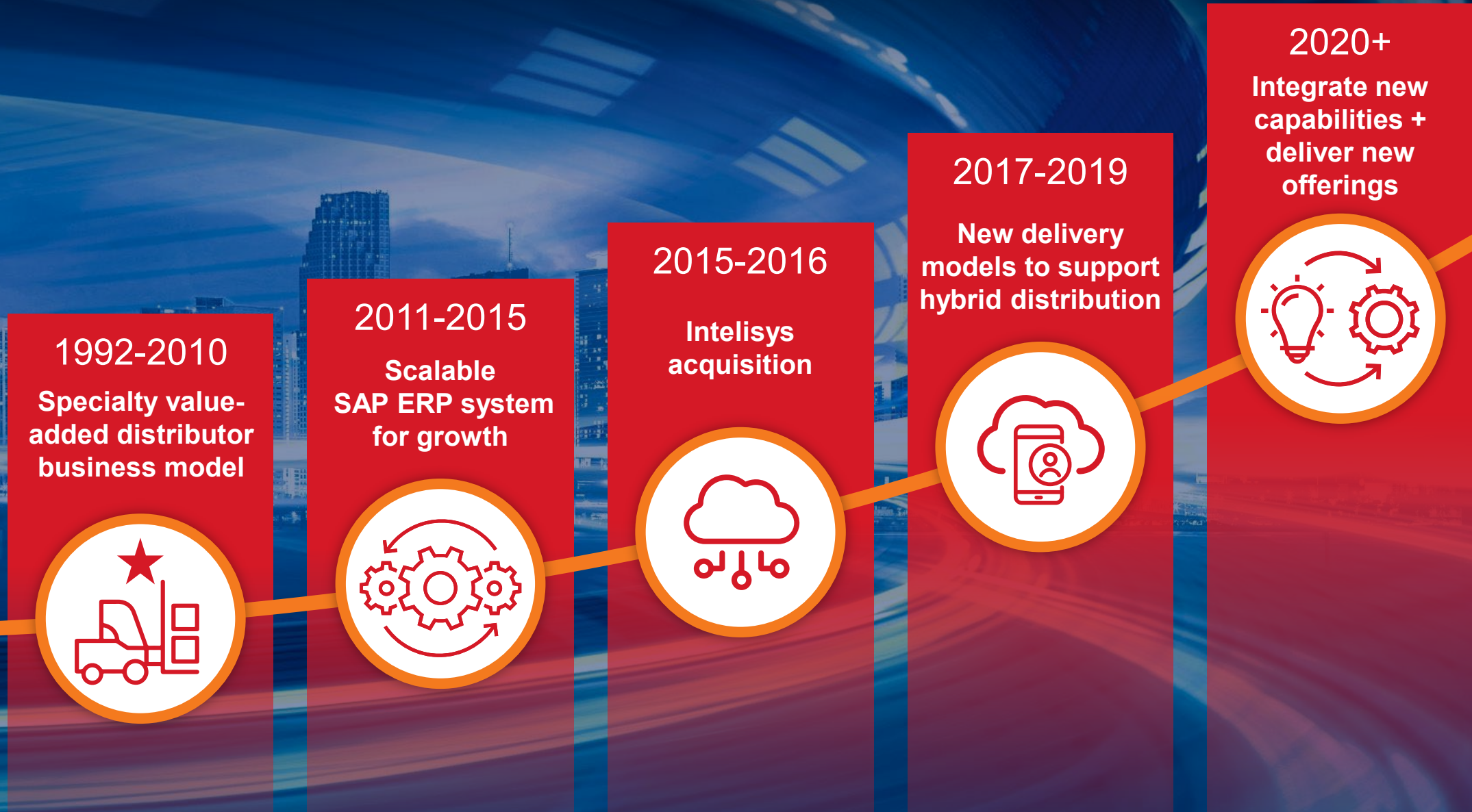
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# Appendix

# ScanSource Evolution to Leading Hybrid Technology Distribution



# Working Capital, 8-Quarter Summary

<i>(\$ in thousands)</i>	<b>Q1 FY24</b>	<b>Q4 FY23</b>	<b>Q3 FY23</b>	<b>Q2 FY23</b>	<b>Q1 FY23</b>	<b>Q4 FY22</b>	<b>Q3 FY22</b>	<b>Q2 FY22</b>
Accounts receivable (Q/E)	\$691,669	\$753,236	\$684,458	\$779,562	\$744,946	\$729,442	\$642,384	\$613,186
Days sales outstanding in receivables	71	72	70	69	71	68	69	64
Inventory (Q/E)	\$656,170	\$757,574	\$752,763	\$761,936	\$675,798	\$614,814	\$591,396	\$562,397
Inventory turns	4.4	4.4	4.1	5.0	5.1	5.6	5.1	5.7
Accounts payable (Q/E)	\$617,594	\$691,119	\$656,688	\$748,662	\$710,919	\$714,177	\$706,359	\$653,190
Paid for inventory days*	16.8	17.5	22.7	10.9	7.2	(0.8)	(2.9)	(0.5)
<b>Working capital (Q/E) (AR+INV-AP)</b>	<b>\$730,245</b>	<b>\$819,691</b>	<b>\$780,533</b>	<b>\$792,836</b>	<b>\$709,825</b>	<b>\$630,079</b>	<b>\$527,421</b>	<b>\$522,393</b>
<b>Cash conversion cycle</b>	<b>88</b>	<b>90</b>	<b>93</b>	<b>80</b>	<b>78</b>	<b>67</b>	<b>66</b>	<b>64</b>

\* Paid for inventory days represent Q/E inventory days less Q/E accounts payable days



# Non-GAAP Financial Information – Adjusted ROIC

(\$ in thousands)		
<b>Adjusted Return on invested capital (ROIC), annualized <sup>(a)</sup></b>	<b>FY23</b>	<b>FY16*</b>
	<b>14.6%</b>	<b>14.0%</b>
<u>Reconciliation of Net Income to Adjusted EBITDA</u>		
Net income from continuing operations - GAAP	\$ 88,092	\$ 63,619
Plus: Interest expense	19,786	2,124
Plus: Income taxes	33,758	32,391
Plus: Depreciation and amortization	28,614	17,154
EBITDA	170,250	115,288
Plus: Share-based compensation	11,219	7,093
Plus: Acquisition and divestiture costs	--	863
Less: Tax recovery	(2,986)	--
Plus: Cyberattack restoration costs	1,460	--
Plus: Change in fair value of contingent consideration	--	1,294
<b>Adjusted EBITDA (numerator for ROIC) (non-GAAP)</b>	<b>\$ 179,943</b>	<b>\$ 124,538</b>
<u>Invested Capital Calculation</u>		
Equity - beginning of the period	\$ 806,528	\$ 808,985
Equity - end of the period	905,298	774,496
Plus: Share-based compensation, net	8,326	4,752
Plus: Acquisition and divestiture costs	--	863
Less: Tax recovery, net	(3,985)	--
Plus: Cyberattack restoration costs, net	1,092	--
Less: Impact of discontinued operations, net	(1,717)	--
Plus: Change in fair value of contingent consideration, net	--	977
Average equity	857,771	795,037
Average funded debt <sup>(b)</sup>	372,235	93,500
<b>Invested capital (denominator for Adjusted ROIC) (non-GAAP)</b>	<b>\$ 1,230,006</b>	<b>\$ 888,537</b>

\* As reported in FY16 adjusted for change in calculation to exclude share-based compensation; includes discontinued operations.

(a) Calculated as net income plus interest expense, income taxes, depreciation and amortization (EBITDA) divided by invested capital for the period. Adjusted EBITDA reflects other adjustments for non-GAAP measures.

(b) Average funded debt is calculated as the daily average amounts outstanding on short-term and long-term interest-bearing debt.



# Non-GAAP Financial Information – Net Leverage Ratio

(\$ in thousands)

	Q1 FY24	Q4 FY23	Q3 FY23	Q2 FY23	Q1 FY23
Consolidated debt (Q/E)	\$248,108	\$329,901	\$311,052	\$382,796	\$326,435
Less: Consolidated cash and cash equivalents (Q/E)	(42,647)	(36,178)	(37,374)	(66,445)	(40,472)
<b>Net debt (Q/E)</b>	<b>\$205,461</b>	<b>\$293,723</b>	<b>\$273,678</b>	<b>\$316,351</b>	<b>\$285,963</b>

## Reconciliation of Net Income to Adjusted EBITDA

Net income from continuing operations - GAAP	\$ 15,432	\$ 17,095	\$ 21,221	\$ 25,734	\$ 24,042
Plus: Interest expense	5,585	5,564	5,715	5,060	3,448
Plus: Income taxes	3,715	6,367	8,692	10,458	8,241
Plus: Depreciation and amortization	7,217	7,255	7,074	7,057	7,228
EBITDA	31,949	36,281	42,702	48,309	42,959
Adjustments:					
Share-based compensation	2,769	2,586	2,954	3,364	2,316
Cyberattack restoration costs	201	1,460	-	-	-
Tax recovery (a)	-	(128)	-	(2,858)	-
<b>Adjusted EBITDA (non-GAAP)</b>	<b>\$ 34,919</b>	<b>\$ 40,199</b>	<b>\$ 45,656</b>	<b>\$ 48,815</b>	<b>\$ 45,275</b>
<b>Adjusted EBITDA, Trailing 12-Months (TTM)</b>	<b>\$169,589</b>				
<b>Net Debt/Adjusted EBITDA, TTM</b>	<b>1.2x</b>				

(a) Recovery of prior period withholding taxes in Brazil