



Houlihan
Lokey

Circular Tech Market Insights

Q1 2025

About Our Firm

Houlihan Lokey, Inc. (NYSE:HLI) is a leading global investment bank with expertise in mergers and acquisitions, capital solutions, financial restructuring, and financial and valuation advisory.

Our firm is the trusted advisor to more top decision-makers than any other independent global investment bank.



Learn more about how our advisors can serve your needs:

CORPORATE FINANCE

2024 M&A Advisory Rankings
All Global Transactions

Advisor	Deals
1 Houlihan Lokey	415
2 Rothschild & Co	406
3 Goldman Sachs & Co	371
4 JP Morgan	342
5 Morgan Stanley	309

Source: LSEG (formerly Refinitiv).
Excludes accounting firms and brokers.

No. 1
Global M&A Advisor

Leading
Capital Solutions Advisor

FINANCIAL RESTRUCTURING

2024 Global Distressed Debt &
Bankruptcy Restructuring Rankings

Advisor	Deals
1 Houlihan Lokey	88
2 PJT Partners Inc	59
3 Rothschild & Co	48
4 Lazard	44
5 Perella Weinberg Partners LP	40

Source: LSEG (formerly Refinitiv).

No. 1
Global Restructuring Advisor

1,800+
Transactions Completed Valued at
More Than **\$3.8 Trillion** Collectively

FINANCIAL AND VALUATION ADVISORY

2000–2024 Global M&A
Fairness Advisory Rankings

Advisor	Deals
1 Houlihan Lokey	1,243
2 Duff & Phelps, A Kroll Business	1,045
3 JP Morgan	1,020
4 UBS	792
5 Morgan Stanley	698

Source: LSEG (formerly Refinitiv).
Announced or completed transactions.

No. 1
Global M&A Fairness Opinion
Advisor Over the Past 25 Years

2,000+
Annual Valuation Engagements

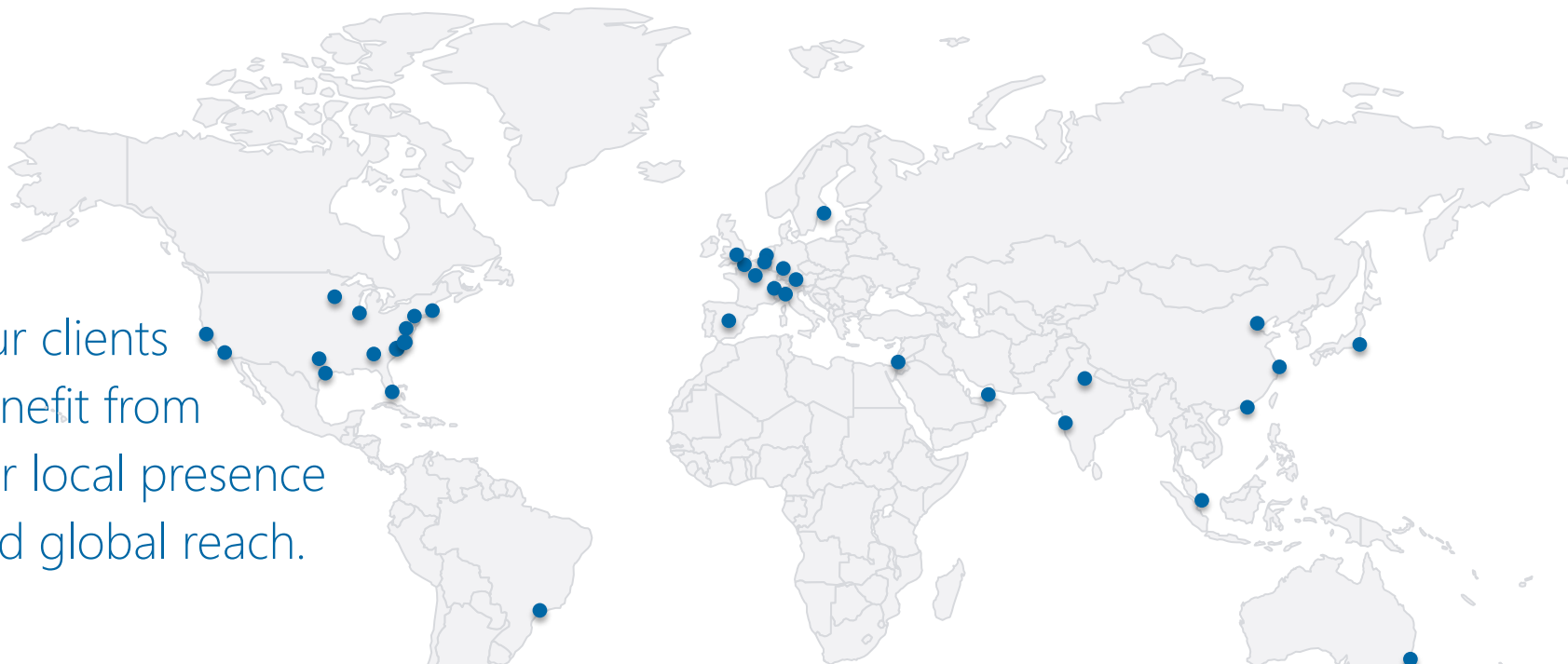
Corporate Finance →

Financial Restructuring →

Financial and
Valuation Advisory →

Our Industry Coverage →

Our clients benefit from our local presence and global reach.



35 Locations Worldwide ~2,000 Total Financial Professionals 337 Managing Directors⁽¹⁾ 2,000+ Clients Served Annually \$11.37B Market Cap⁽²⁾ \$2.2B Annual Revenue⁽³⁾

AMERICAS

Atlanta	Los Angeles
Baltimore	Miami
Boston	Minneapolis
Charlotte	New York
Chicago	San Francisco
Dallas	São Paulo
Houston	Washington, D.C.

EUROPE AND MIDDLE EAST

Amsterdam	Milan
Antwerp	Munich
Dubai	Paris
Frankfurt	Stockholm
London	Tel Aviv
Madrid	Zurich
Manchester	

ASIA-PACIFIC

Beijing	Shanghai
Gurugram	Singapore
Hong Kong SAR	Sydney
Mumbai	Tokyo

Fully Integrated Financial Sponsor Coverage

27

Senior officers dedicated to the sponsor community in the Americas and Europe.

1,900+

Sponsors covered, providing market insights and knowledge of buyer behavior.

800+

Companies sold to financial sponsors over the past five years.



(1) As of December 31, 2024.
 (2) As April 31, 2025.
 (3) LTM ended December 31, 2024.

About Our Circular Tech Team

The circular tech team, situated within Houlihan Lokey's Corporate Finance business, is a dedicated and highly skilled group of professionals committed to delivering exceptional services in the realms of M&A and capital raising. The focus extends specifically to companies operating within the circular economy, showcasing distinctive expertise in navigating the intricacies of this sustainable business model.

This specialized team brings unparalleled experience to the table, particularly in collaborating with recommerce platforms, product-as-a-service ventures, value recovery enterprises, and other circular enablers. Its extensive track record demonstrates a consistent ability to generate outstanding returns for investors while simultaneously fostering positive impacts for both people and the planet.

By aligning its efforts with businesses entrenched in the circular economy, the circular tech team positions itself at the forefront of financial innovation, recognizing the importance of sustainable practices in today's dynamic market.

Featured Transactions

 has received a majority investment from Sellside Advisor	 has acquired Buyside & Financing Advisor	 a portfolio company of has acquired Buyside Advisor	 a portfolio company of has acquired Buyside Advisor	 has been acquired by for people and the planet Sellside Advisor	 a portfolio company of and majority owned by management and founders has entered into a partnership with Sellside Advisor	 has been acquired by Sellside Advisor	 has acquired Buyside Advisor	 a portfolio company of has been acquired by Sellside Advisor
 has acquired Buyside Advisor	 has acquired Buyside Advisor	 has acquired Buyside Advisor*	 has acquired Buyside Advisor*	 has acquired Buyside Advisor*	 has acquired Buyside Advisor*	 has been sold to Sellside Advisor*	 has acquired Buyside Advisor*	 has been acquired by Sellside Advisor*

Tombstones included herein represent transactions closed from 2016 forward.

*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.

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Contact Us

Please reach out to us to schedule a call to discuss this quarter's market update or to explore how we can serve your business needs.

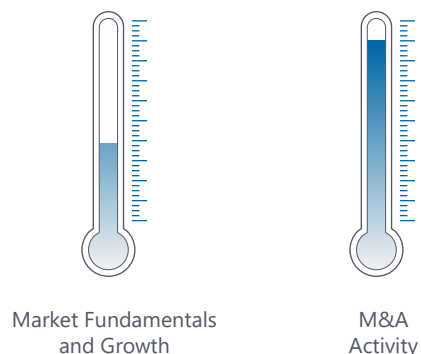
Request a Meeting

Request Annual Circular Tech Insight Report

Executive Summary

In Q1 2025, the circular tech sector showed signs of heating up, supported by increased deal inflow and several players outperforming the S&P 500 on a quarterly basis. Despite ongoing macroeconomic pressures, momentum continued to build around lifecycle services, refurbished infrastructure, and scalable IT management solutions. High-profile M&A and renewed investor interest point to a market gaining traction, with fundamentals and sentiment gradually improving.

Circular Tech Market Heat Indicator⁽¹⁾



Sources: Mergermarket, Reuters, Bloomberg, European Commission.

(1) Houlihan Lokey's assessment of the current circular tech market sentiment, i.e., how hot or cold is the market, based on internal and external qualitative and quantitative parameters.

(2) The Houlihan Lokey Circular Tech Index consists of a diversified set of companies across the circular tech sector. See pages 26 and 27 for a complete list.

Sector Trends

- New U.S. tariffs are expected to disrupt global supply chains, driving up import costs and accelerating the shift toward regional sourcing, local refurbishment, and IT asset disposition (ITAD) services. These changes are expected to prompt circular tech players to reassess vendor networks and emphasize supply resilience amid rising trade uncertainty.
- On February 26, the European Commission unveiled its "Omnibus" package to simplify ESG reporting under the Corporate Sustainability Reporting Directive (CSRD). The proposal would exempt around 80% of companies from reporting, reduce the complexity of ESG KPIs in the European Sustainability Reporting Standards (ESRS), and grant a two-year delay for remaining companies before mandatory reporting begins.
- The ITAD sector is entering a pivotal transformation, where scale, compliance, and service integration are becoming critical for survival. Smaller players risk being pushed out as larger firms with robust infrastructure and regulatory capabilities dominate the service-oriented and security-driven market.
- Secure on-site data wiping is becoming a key requirement in high-risk industries, as organizations prioritize tighter data protection and compliance. This shift is driving ITAD providers to expand mobile capabilities and offer end-to-end services at client locations.
- Lifecycle platforms are becoming full-service ecosystems, combining analytics, procurement, and device tracking to simplify IT management.

M&A Highlights

- On March 24, Basatne acquired Cartlow, a UAE-based recommerce platform, to strengthen its circular economy capabilities in the Middle East. The deal expands Basatne's regional footprint and integrates Cartlow's tech-driven reverse logistics platform, which has recirculated more than 1 million devices.
- On March 5, ELKO Group acquired a 78.95% stake in Renewed AB, a Swedish recommerce specialist. This marked its entry into the circular electronics market through ELKO's subsidiary, Gandalf Distribution.
- On February 20, Sage Sustainable Electronics acquired Cascade Asset Management, scaling its ITAD platform across the U.S. Backed by Closed Loop Partners, the acquisition expands Sage's reach in healthcare, tech, and manufacturing, with added facilities in the Midwest and Southeast.
- On February 19, Econocom Group acquired a majority stake in bb-net media, a German IT refurbisher, to strengthen its circular IT capabilities. The deal enhances Econocom's lifecycle services in Germany and expands bb-net's reach with the backing of an international group.
- On February 18, 3stepIT acquired LeaseCloud, a Nordic FinTech platform, to expand its circular tech services into the SMB market. The transaction enables 3stepIT to offer flexible IT leasing and lifecycle management to small businesses across the Nordics.
- On January 9, Recognize made a majority investment in Sprout to support its growth as a global ITAD leader, leveraging its proprietary platform and global enterprise reach to drive secure, sustainable hardware retirement, enabled by Recognize's digital services focus and strategic scale.

General Public Market Sentiment

- Sector performance remained subdued in Q1 2025, with the Houlihan Lokey Circular Tech Index⁽²⁾ up only 0.6% and still underperforming the S&P 500 by 21.3% over the LTM. While lifecycle, compliance, and recurring revenue models remain long-term tailwinds, sentiment was weighed down by macro uncertainty, uneven IT spending, and ongoing margin pressures.
- The quarter saw a wide dispersion in stock performance. ASBISC led with a +42.0% Q1 return, followed by AB S.A. (+14.3%), Computacenter (+13.6%), and Kontron (+10.8%). In contrast, TD SYNEX (-10.8%), Ingram Micro (-10.4%), and Atea (-8.4%) were among the weakest quarterly performers, while Dustin (-67.7%), CDW (-36.7%), and Bechtel (-28.5%) led LTM declines. Only a handful of names, including Kontron, ALSO, and AB S.A., delivered positive LTM returns.
- Companies continued to report mixed fundamentals. Several firms, such as ALSO and Computacenter, issued FY25 guidance reflecting optimism around the PC refresh cycle and growing AI infrastructure demand. Others, including Ingram, TD SYNEX, and Iron Mountain, highlighted near-term headwinds related to margin mix, spending delays, and broader macro risks. Atea and Bechtel expect growth to reaccelerate later in the year, while CDW and Iron Mountain remain cautious on public sector outlook and cash generation, respectively.
- Within peer groups, IT asset management (ITAM)/ITAD saw modest Q1 momentum (+0.9%) despite LTM declines of 25.4%, reflecting early signs of recovery supported by asset lifecycle focus, compliance, and long-term cost savings for clients. IT distribution fared slightly better over the LTM (-3.3%) but showed less improvement in Q1.

Why Are We So Excited About Circular Tech?

A Circular Economy Eliminates Waste Through Circularity Products, With Circular Tech Being a Cornerstone

Circular Tech

One of the key pillars to enable a circular economy and reduce e-waste.

Rapid Adoption

Rising practice and increasing adoption over the past four to five years.

Large and Growing Market

Sizable market supported by strong underlying ITAM/ITAD/recommerce trends.



Untapped Opportunities

Numerous (consolidation) opportunities at hand, yet to be properly assessed.

Regulatory Tailwind

More stringent regulations were and are being introduced to drive circular tech.

Increasing Awareness

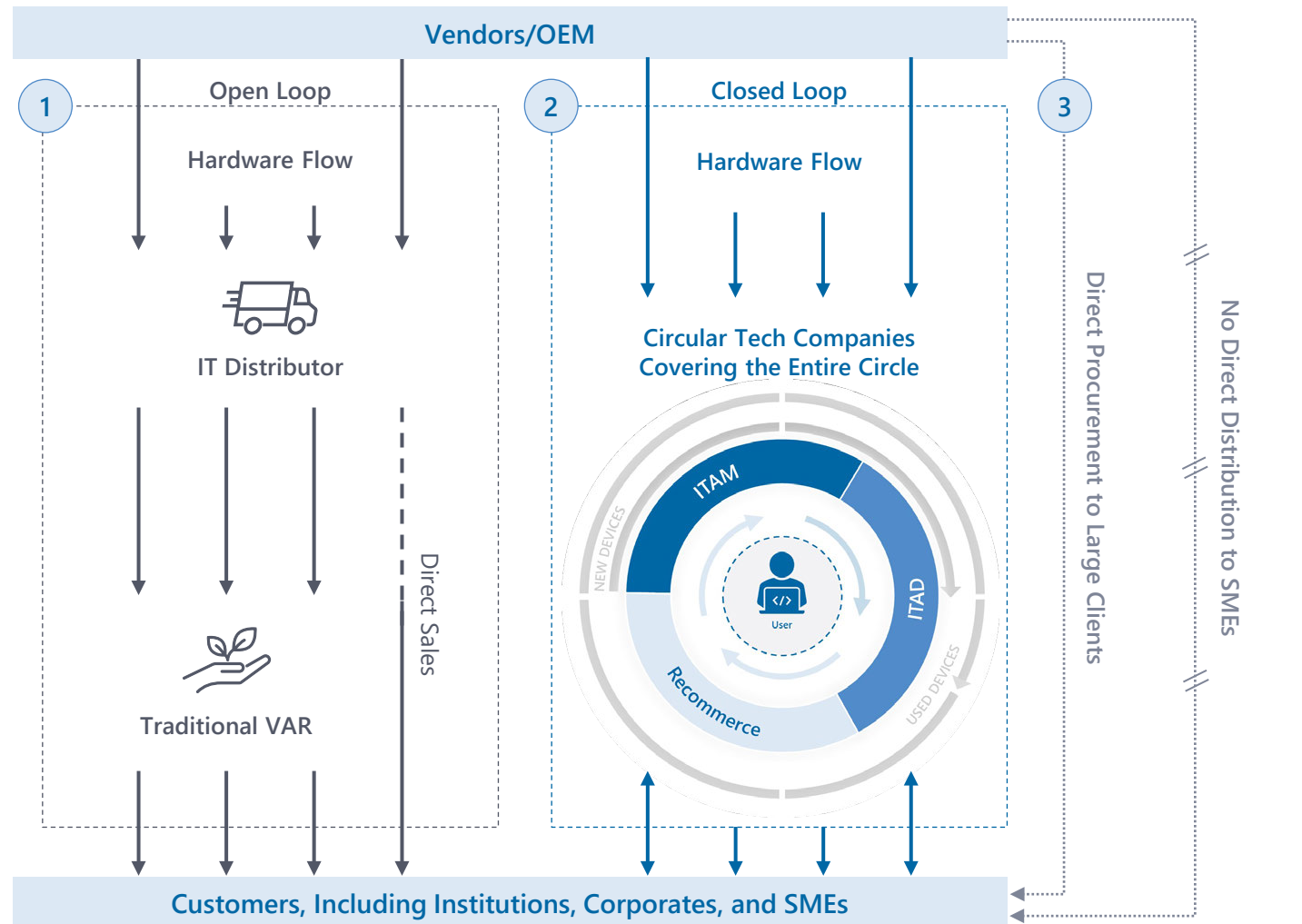
Corporates have realized the importance of a sustainable IT lifecycle and are implementing strategies.



Circular Tech encompasses a comprehensive range of services that approach IT lifecycle management holistically, integrating circular thinking. It includes all aspects of the IT journey, starting from procurement and encompassing services related to IT assets, all the way through responsible disposal to companies (ITADs) within the circular tech space that provide secure data wiping and value recovery of used devices, which are ultimately resold into the markets in their second and third lives before secure and responsible recycling.

Circular Tech Is a Cornerstone of the Circular Economy Model

The Circular Tech Offering Covers ITAM, ITAD, and Recommerce



1 Distributors

- Distributors work with high volumes from vendors/OEMs and usually have large warehouses to store assets.
- They are selling either directly to end customers or through VARs and are frequently educating resellers about new products.

2 Circular Tech Companies

- Offer full lifecycle from procurement to disposal and remarketing/refurbishing of IT devices.
- Enable circularity and sustainability with complete end-of-life solutions.

3 VAR

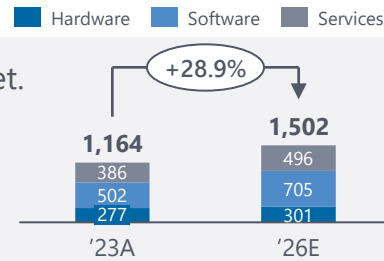
- VARs resell software, hardware, and networking products to end clients along with added services, including consulting, design, implementation, and training.
- VARs source directly from distributors and, in some rare cases, directly from IT vendors.

The "Specialist" Circular Tech Market Is Highly Fragmented

It Is a Market With Players Focused on Single Services and an Opportunity to Build Circular Tech Platforms

ITAM Strongly Driven by Device-as-a-Service Trend

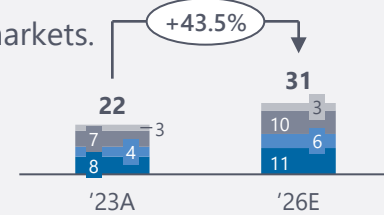
- Numerous assets are available in almost every market.
- Critical to pick the right asset and make the right combinations.



ITAD⁽¹⁾ Driven by Regulations and Sustainability

- Only a few sizable assets are available in a few key markets.
- Critical to evaluate the supply side.

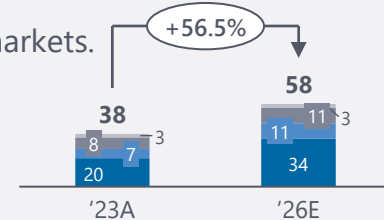
■ Mobile: Refurbishing ■ Workspace: Refurbishing⁽²⁾
■ Mobile: Recycling ■ Workspace: Recycling⁽²⁾



Recommerce Entails Purchasing, Inspecting, and Repricing

- Only a few sizable assets are available in a few key markets.
- Critical to evaluate the supply and demand side.

■ Mobile: Recommerce ■ Workspace: Recommerce
■ Mobile: C2C ■ Workspace: C2C



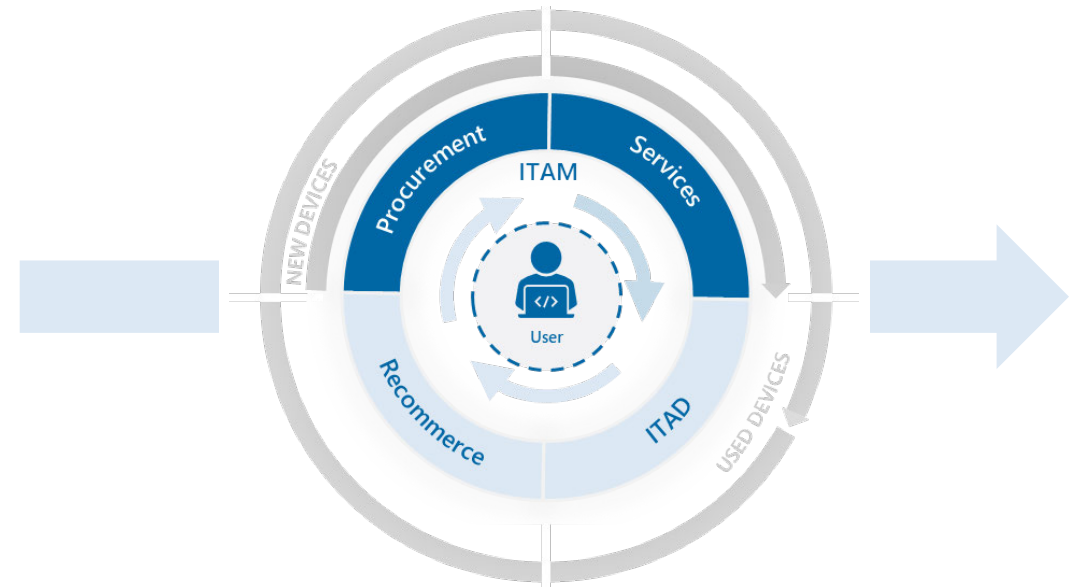
Source: Boston Consulting Group, estimates based on source material.

Notes: Global market figures in USD billions.

(1) ITAD market figures, excluding server, storage, and network; (2) Workspace refers to computers and laptops.

Full Circular Tech Platforms

- Critical to work on positioning to secure a premium valuation.
- Very scarce assets, trading at a significantly higher valuation than players focused on single services.



- Positioning around sustainability implies several conditions:
 - Proper reporting of internal ESG KPIs.
 - Quantification of external impact of stakeholders (e.g., clients).
 - Implementation of ESG programs (e.g., a carbon neutral program).

Voices of the Market

Leading the Circular Economy: Insights from Karl Gilbert, Co-Founder & CEO of Raylo

About Karl Gilbert



- **Co-founded Raylo in 2018**
- **Previous experience in equity derivatives and capital markets at Deutsche Bank, Barclays Capital, and Funding Circle**

"The intersection of finance and technology is where interesting innovation happens."

About Raylo

Raylo is a U.K.-based platform driving the shift from linear sales to a circular, subscription model in the \$1.5 trillion electronics market. By combining embedded buy now, pay later with lifecycle management, Raylo enables consumers and businesses to lease premium devices—like smartphones, tablets, and consoles—on flexible, affordable terms. Returned devices are refurbished and re-leased, extending use and cutting e-waste.

Raylo operates two core solutions: the Raylo.com marketplace for direct-to-consumer subscriptions and Raylo Pay, a turnkey embedded option OEMs can plug into their e-commerce channels. This unlocks new customer segments, improves margins and lifetime values, and delivers stronger sustainability credentials.

With more than 120,000 active subscriptions and over £40 million in ARR, quadrupled in three years, Raylo is the U.K.'s leading marketplace for tech subscriptions.

RAYLO.

Interview

Q: *The as-a-service model has grown rapidly in recent years. From your perspective, what motivates consumers to choose as-a-service over traditional ownership?*

A: It's about value and freedom. Raylo's subscription model offers low monthly prices and flexible upgrades. With rising sustainability awareness, especially among younger, values-led customers, its appeal grows. Leasing with Raylo means less waste, less hassle, and a more mindful way to consume tech. It is better for the planet and for people's wallets.

Q: *What have been some of the biggest challenges in scaling as-a-service for individual consumers?*

A: We've built deep vertical integration to control the experience, drive strong margins, and scale responsibly. Raylo operates the platform end-to-end, from our proprietary credit and fraud models to lifecycle management, insurance, and financing—all coordinated by our orchestration layer that ensures a seamless experience. This complexity isn't easy, but brings big advantages: faster decisions, better risk, lower CAC, higher retention, superior margins, and a better customer journey. In an AI-driven world, mastering this complexity makes businesses more resilient and defensible.

Q: *What role do AI, automation, and analytics play in enabling Raylo to operate at scale?*

A: AI, automation, and analytics are central to Raylo's competitive advantage and ability to scale efficiently. Our Xylo platform powers market-leading credit and fraud risk assessment and dynamic pricing. Real-time marketing analytics drive personalised campaigns, cohort retention, and upsell opportunities. The Nexus platform supports device risk management and maximizes lifecycle value. Our integration with an AI-first customer service platform enables high efficiency with a lean team. Together, these interconnected datasets reinforce powerful network effects across the business.

Q: *Why should OEMs work with Raylo?*

A: We're proud to be working already with the leading global OEMs. The value we deliver is enabling OEMs to reach and convert new audiences, including subscription-focused consumers and underserved micro businesses, by offering the lowest monthly prices and seamless upgrades. Our embedded solution integrates directly into OEM e-commerce checkouts, boosting conversion, improving margins, and generating upfront, risk-free revenue.

Q: *Looking ahead, where do you see the biggest opportunities for Raylo?*

A: We're expanding partnerships with global OEMs to power their subscription offerings through white-label solutions, unlocking new audiences and supercharging conversion. We're also moving into the SME market, where 5 million U.K. businesses lack flexible, affordable access to tech, with tools tailored for them. Lastly, geographic expansion is a huge opportunity. Demand for subscriptions is global, and we're just getting started. We're building the platform that will power the global circular economy at scale.

Certified Green Business Model by S&P Global

+4 Years

Added to the useful life of devices

-50% CO₂

Emissions compared to linear consumption models

Zero

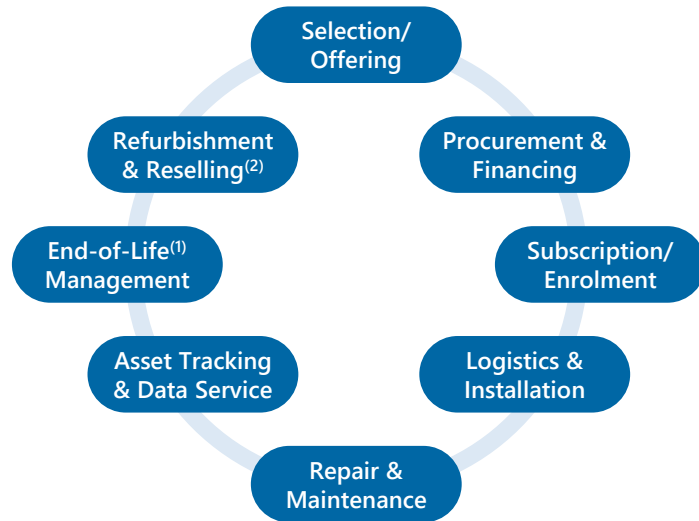
E-waste via tracked end-of-life recycling



Subject Matter Deep Dive: Device-as-a-Service

Innovating Sustainability and Circularity Through DaaS

Value Chain



- The value chain of DaaS players simplifies the customer journey by bundling device procurement, deployment, support, and EOL services into one streamlined offering. This reduces complexity, lowers upfront costs, and frees up internal resources. Many providers also integrate sustainability through refurbishment and recycling, helping customers reduce e-waste and meet ESG goals.

(1) Includes reverse logistics, safe data erasure, and GDPR compliance; (2) Includes value recovery and recommerce.

Trends and Drivers



Workplace flexibility and remote enablement are driving demand for scalable, secure device solutions. DaaS supports this shift by delivering preconfigured devices, remote management and seamless support for remote teams.



Operating expense preference and financial innovation are changing how businesses fund IT. DaaS supports this by turning upfront costs into predictable operating expenses with flexible, scalable financing options.



AI and analytics-driven fleet optimization is transforming IT asset management. DaaS providers leverage real-time data to right-size fleets, predict failures, and enhance device utilization across the lifecycle.



Expansion into SMBs and new verticals is accelerating DaaS adoption. Flexible pricing, simplified onboarding, and tailored solutions make DaaS increasingly attractive beyond large enterprises.



Experience over ownership is reshaping how users engage with technology. DaaS supports this shift by delivering devices as a managed service, prioritizing usability, support, and outcomes over asset possession.

Sustainability as a Driver for DaaS

Extended device lifespan: DaaS extends device usage, reducing replacements and e-waste.

Resource conservation: Longer device use means less manufacturing and lower resource use.

E-waste reduction: DaaS ensures responsible disposal, cutting down on e-waste.

Regulatory compliance: Adopting DaaS can help businesses ensure compliance with environmental regulations.

Repairability: Many DaaS agreements include maintenance and repair services to extend device life and reduce replacements.

Green device selection: DaaS providers can offer energy-efficient, sustainable device options, allowing businesses to make eco-conscious choices.

Scalability and efficiency: DaaS can help businesses right-size their device fleets, preventing over-purchasing and excess waste.

Beyond the Headlines

A Deep Dive on Trump's Tariffs and the Impact on Circular Tech⁽¹⁾

Global and Business Impacts of Tariffs

Macroeconomic implications

A new round of tariffs under the second Trump administration is expected to increase import costs, add inflationary pressure, and disrupt global trade flows. These dynamics may slow economic growth and increase uncertainty for businesses and consumers alike.

Geopolitical and strategic shifts

The tariff policies are likely to deepen geopolitical tensions and accelerate the fragmentation of global trade relationships. Nations and companies may respond by prioritizing supply chain resilience, regional partnerships, and strategic autonomy in critical sectors.

Impact on business operations

Tariffs are expected to raise costs, introduce regulatory complexity, and force companies to re-evaluate sourcing, pricing, and production strategies. Many firms may shift toward regional supply chains, diversify vendors, or delay investments to adapt to a more protectionist and unpredictable global environment.

Trump's key tariffs decisions in Q1 2025

- February 1, 2025: Trump imposes 25% tariffs on imports from Canada and Mexico and 10% on China. The tariff on energy resources in Canada will be lower, at 10%.
- February 10, 2025: Restoration of Section 232 tariffs, reinstating a 25% tariff on steel and aluminum for all countries.
- March 25, 2025: Introduction of a 25% tariff on goods from any country importing Venezuelan oil, directly or indirectly.

Sources: Reuters, Bloomberg, White House Press.

Note: (1) Subject to change, analysis based on the latest available information at the time of preparation.

Potential Implications for Circular Tech



Higher cost of new devices

Boosted demand for refurbished, reused, and leased devices as customers are looking for cheaper alternatives and companies are motivated to extend the life of existing assets via refurbishment and reuse.



Increased parts import costs

Margin pressure on refurbishers that rely on international trade for components (e.g., batteries), if the additional cost is not passed on to the end-user.



Shift to local sourcing to unlock new market opportunities

As global supply chains face disruption from rising tariffs, circular tech players could gain a competitive edge by localizing sourcing and distribution. This shift might not only reduce exposure to tariff-related costs but could also enable faster turnaround times and build resilience. Especially in regions like Europe, where supply may tighten, players with strong local networks could capture the growing demand for used devices.



Emergence of tariff-optimal trade hubs

Emerging trade hubs like Dubai and Hong Kong might offer circular tech players new pathways to navigate tariffs, enabling cost-efficient cross-border flows of used devices and supporting continued global circulation. Over time, businesses and governments might also develop more refined strategies for circular tech to further offset the effects of these tariffs.



Positive impact



Neutral unclear








Negative impact

Strategic Takeaways for Circular Tech Players

- Opportunity to position as a cost-saving and sustainable alternative to new device sellers.
- Build resilient local supplier and distribution networks to minimize tariff-related costs and complexities, ensuring stable supply chains amid shifting trade policies. This mirrors the dynamics seen during the COVID-19 pandemic, which created strong tailwinds for the circular tech industry through similar localization trends.
- Identify tariff-friendly jurisdictions to redirect device flows and optimize the supply chain
- Reduce dependency on U.S. sourcing channels to mitigate rising procurement costs caused by tariff increases.







Featured Sector News

Date	Company	Region	Description	Article Link
March 2025	 TietoEVRY	Global	TietoEVRY to sell Tech Services unit to Agilitas for €300 million, concluding the strategic review. The deal includes a €70 million earn-out and is expected to close in Q3 2025. Proceeds to reduce debt and support TietoEVRY's shift to software and digital engineering. Tech Services will operate as a stand-alone company, focusing on Nordic cloud and infrastructure services.	Read more
March 2025	 Grover	Global	Grover enters the German StaRUG process as creditors Fasanara and M&G prepare to take equity under a court-backed restructuring. The plan converts senior ABLs into subordinated operating company debt, extends maturities, and raises €35 million to €40 million in equity. Existing shareholders are largely wiped out. The firm shifted focus to high-margin rentals after breaching covenants and facing a liquidity crunch.	Read more
February 2025	 3stepIT	Nordics	3stepIT has launched a lifecycle management solution for SMBs in the Nordics, where 4.6 million people work in the sector. The service follows the acquisition of LeaseCloud, offering automated leasing, flexible financing, and lifecycle management. SMBs can upgrade, downgrade, and manage tech assets without tying up capital. The platform helps reduce costs, boost security, and cut e-waste, making circular tech more accessible for small businesses. 3stepIT aims to expand its circular services globally.	Read more
February 2025	 B-STOCK	U.S.	B-Stock launches its Mobile Insights tool, providing wireless retailers and OEMs with on-demand access to pricing trends, depreciation data, and market forecasts for preowned devices. Powered by AI and machine learning, it helps optimize resale strategies, trade-in offers, and inventory management across the B2B mobile resale market.	Read more
February 2025	 Foxway	Nordics	Foxway launches its enhanced Digital Platform, providing full visibility and control over IT assets, streamlined device procurement, and advanced analytics. The platform supports Foxway's circular Device-as-a-Service model, helping organizations simplify operations and extend device lifecycles.	Read more

Sources: Company websites and press releases.

Featured Sector News (cont.)

Date	Company	Region	Description	Article Link
January 2025		Global	<p>The Stargate Project is a newly formed company that plans to invest \$500 billion over the next four years to build AI infrastructure for OpenAI in the U.S. Backed by equity partners SoftBank, OpenAI, Oracle, and MGX, the initiative is led operationally by OpenAI and financially by SoftBank. The project is positioned to become a cornerstone of next-generation data center infrastructure, with early deployments underway in Texas, U.S.</p>	Read more
January 2025		North America	<p>Microsoft advances its circular tech initiatives with Xbox repairs at 700 uBreakiFix locations and genuine parts available via the Microsoft Store and iFixit, making console repairs easier and extending device life. New plastic-free packaging and energy-saving updates support Microsoft's goal of being zero waste and carbon-negative by 2030.</p>	Read more
January 2025		North America	<p>The Consumer Electronics Show (CES) 2025 spotlights growing momentum in circular tech, as leading OEMs like Google, Lenovo, and Panasonic increasingly focus on tackling industry-wide sustainability challenges. The 2025 edition underscored a collective shift toward reducing waste, promoting reuse, and scaling advanced recycling practices. This joint commitment reflects a broader industry recognition that sustainable innovation and cross-sector coordination are essential to reducing climate impact and improving product lifecycle management.</p>	Read more
January 2025		Global	<p>HP will offer new AI-powered support services to reduce downtime and improve device reliability. The updates include predictive health insights and faster repairs. HP is also launching a Device Registration Service to simplify IT management. More Certified Refurbished PCs will be available across the U.S., U.K., Spain, Sweden, France, and the Netherlands. The move supports circularity by extending device lifecycles and reducing e-waste.</p>	Read more

Sources: Company websites and press releases.

Featured Transactions

Executed by Houlihan Lokey's Circular Tech Team

TKD



- Headquartered in Germany, TKD is a leading player within the circular tech industry in Europe. The company was founded in 2014, employs more than 100 people, and offers corporate customers an easy-to-use, fully integrated, and sustainability-promoting full-service device lifecycle management platform.
- TKD provides comprehensive contract and hardware management solutions, including device rental, provision, registration, repair, maintenance, and customer support throughout the entire device lifecycle. This helps companies reduce the workload for their IT and administrative departments and ensures that circular economy and device longevity remain at the core. By using its own software-as-a-service platform, TKD.360, customers' employees can order end devices themselves and can manage and flexibly replace them with the latest models after a fixed term.
- The successful expansion of TKD's business in recent years has led to the acquisition of major customers in Germany and internationally. TKD Group manages over 60,000 devices in its fleet and serves more than 400 customers across various industries. With DPE as a strong partner, TKD will benefit from its recognition and appreciation of the potential to collaborate with key players in the DaaS market. DPE will significantly contribute to TKD's technological development, driving the expansion of its platform.
- Houlihan Lokey served as the exclusive financial sellside advisor to the management and shareholders of TKD, supporting all aspects of the transaction, including preparation of marketing materials, structuring and managing a competitive deal process, coordination of due diligence, and negotiating key deal terms. In addition, Houlihan Lokey played a crucial role in aligning the interests of all parties involved and in finding a strong partner that will significantly contribute to promoting TKD's technological development and thus drive the platform's expansion.

Ambienta



- Based in the Netherlands, The Rent Company is a fast-growing European company with operational footprints extending to Belgium and the U.K. Its mission revolves around providing DaaS solutions that specifically target the education market, enabling schools to enhance accessibility to digital education for every student.
- Currently, The Rent Company serves an impressive installed base of approximately 325,000 devices distributed across approximately 700 partner schools throughout Europe. In 2024 alone, the company plans to deliver approximately 127,000 new devices to students. The comprehensive service proposition, which encompasses insurance, maintenance, repair, and customer support, ensures a seamless and hassle-free digital education solution for parents, students, and schools alike.
- Supported by Ambienta, The Rent Company will aim to capitalize on the surging demand for sustainability and digitalization within the education sector. It is strategically positioned to leverage the growing economies of scale, driving both expansion and a sustained positive impact. Recent high-profile customer partnerships, coupled with the strategic acquisition and market entry in the U.K., underscore Ambienta's confidence in The Rent Company's robust business model and long-term strategy.
- Houlihan Lokey served as the exclusive buyside and financing advisor to Ambienta on its acquisition of The Rent Company and assisted in structuring and negotiating the transaction, as well as providing debt advisory services that allowed Ambienta to raise the desired debt capital structure. The close collaboration between the Corporate Finance and Capital Markets teams facilitated a strong outcome for both Ambienta and The Rent Company.

Featured Transactions (cont.)

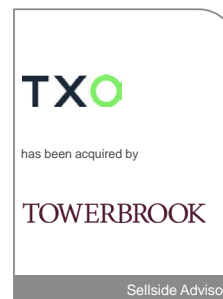
Executed by Houlihan Lokey's Circular Tech Team

Foxway



- Foxway is a fast-growing European company based in Sweden, with offices in Europe, Asia, and the U.S. By providing circular IT services in more than 100 countries, Foxway has supported its customers to make sustainability an integral part of its businesses. Foxway helps its customers increase efficiency and business success and reduce their tech footprints by recovering and remarketing IT devices and providing the infrastructure necessary to ensure a sustainable lifecycle. With circularity inherent to the business model, Foxway sources, finances, and refurbishes more than 1.5 million devices annually in the circular flow, avoiding 120,948 tons of CO2 emissions in 2022.
- Foxway is uniquely positioned to benefit from secular tailwinds of increasing sustainability demands from customers, digitalization trends, and the increasing economies of scale to drive growth and make a lasting positive impact. Several recent high-profile customer partnerships, together with acquisitions completed in Spain, Germany, and the U.K., reinforce Nordic Capital's belief in Foxway's business model and long-term strategy.
- Houlihan Lokey previously advised the founders of Foxway on the partnership with Norvestor and played a major role in initiating the buy-and-build strategy. This transaction marks the 10th deal the Houlihan Lokey circular tech team has advised Foxway or its shareholders on since 2018.
- Houlihan Lokey served as the exclusive sellside advisor and assisted in marketing, structuring, and negotiating the transaction as well as performing lender education on behalf of the shareholders. The close collaboration with the Capital Solutions team facilitated strong and comprehensive nonbinding offers and provided prospective buyers with an indication of the financing options early in the process.

TXO



- Headquartered in the U.K., TXO has a physical presence in continental Europe, North America, South America, and Australia and is able to service customers globally. The company operates four primary lines of business: (i) telecom hardware sourcing, recovery, and resale; (ii) support solutions and services for telecom operators and critical communications clients, including testing, repair, infrastructure decommissioning, warehousing and inventory management, and logistics; (iii) recycling of telecom equipment and precious metal recovery; and (iv) distribution of complementary multi-vendor compatible accessories. TXO is differentiated through its ability to address customers' pain points on the back of its capacity to aggregate market supply and offer a large and diverse breadth of inventory.
- TowerBrook has been actively pursuing a thesis in the circular economy. The team has been seeking to build a leader in the ITAD and asset management or recommerce spaces with the ambition of contributing significantly to reducing the carbon footprint of the IT and telecommunications industry and supporting its commitment to a more circular model. The acquisition of TXO represents TowerBrook's first investment from the impact-focused TowerBrook Delta fund.
- As part of the growth and value creation plan, TowerBrook further intends to support TXO's ambitious business model transformation into a more sustainable and recurring-revenue-driven product-as-a-service provider, assist with the operational improvement of the business, and accelerate TXO's international expansion.
- Houlihan Lokey served as the exclusive M&A and capital markets advisor to the TXO shareholders.

Key Transaction Multiples

Circular Tech: ITAM/ITAD

ITAM/ITAD

Date	Mar-25	Mar-25	Feb-25	Feb-25	Feb-25	Feb-25	Jan-25	Jan-25	Oct-24	Oct-24	Oct-24	Oct-24	Oct-24
EV (\$M)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	9	n/a	n/a	n/a	34
EBITDA (\$M)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	5
EBITDA margin (%)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3%
■ EV/EBITDA													
EV/EBITDA Median: 10.4x													7.4x
Target													
Target country													
Target description	Refurbished electronics and recommerce platform	Refurbished IT and recommerce provider	Secure IT asset disposition, refurbishment, and recycling service	Reseller of refurbished IT equipment	SMB-focused IT leasing platform	Recycling services for redundant IT equipment	Data center infrastructure maintenance provider	Software-powered IT asset lifecycle management	Local provider of business computer rentals	Global leader in tech protection and support	Electronics repair and device lifecycle services	Hardware recycling, data destruction, and buyouts	Recommerce and circular tech economy player
Acquirer													
Acquirer country													
Houlihan Lokey transactions													

Sources: S&P Capital IQ, Mergermarket, and PitchBook Data as of March 31, 2025. All EV and EBITDA values were sourced in local currency where applicable and, for presentation purposes, converted to USD using the historical FX rate
 Note: Confidential Houlihan Lokey transactions are not disclosed (n/d) but are included in the median calculations and include transactions executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.

Key Transaction Multiples

Circular Tech: ITAM/ITAD (cont.)

ITAM/ITAD

Date	Sep-24	Jun-24	Apr-24	Jan-24	Jan-24	Nov-23	Nov-23	Sep-23	Jun-23	Apr-23	Feb-23	Dec-22	Nov-22
EV (\$M)	n/a	n/d	56	n/d	n/d	n/d	205	n/d	n/d	n/d	n/a	n/d	n/d
EBITDA (\$M)	n/a	n/d	9	n/d	n/d	n/d	27	n/d	n/d	n/d	n/a	n/d	n/d
EBITDA margin (%)	n/a	n/d	n/a	n/d	n/d	n/d	27%	n/d	n/d	n/d	n/a	n/d	n/d
■ EV/EBITDA													
EV/EBITDA Median: 10.4x			6.2x				7.6x						
Target													
Target country													
Target description	Secure data disposition and IT asset services	Mobile device rental and leasing provider	Provider of IT/tech lifecycle management solutions and services	Provider of specialized asset recovery services	Provider of educational technology devices through DaaS offering	Provider of IT/tech lifecycle management solutions and services	Provider of IT/tech recycling services	Refurbisher and online marketer of Apple products	Provider of circular sourcing and refurbishment solutions	Provider of telecom asset management and disposal services	Provider of IT/tech products trade-in services	Supplier of refurbished IT hardware for data centers	Provider of IT/tech lifecycle management solutions
Acquirer													
Acquirer country													
Houlihan Lokey transactions													

Sources: S&P Capital IQ, Mergermarket, and PitchBook Data as of March 31, 2025. All EV and EBITDA values were sourced in local currency where applicable and, for presentation purposes, converted to USD using the historical FX rate
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Key Transaction Multiples

Circular Tech: ITAM/ITAD (cont.)

ITAM/ITAD

Date	Feb-22	Dec-21	Jul-21	Jun-21	Apr-21	Apr-21	Oct-20	Oct-19	Aug-19	Jul-19	May-19	Sep-18	Jun-18
EV (\$M)	1'029	912	472	n/d	506	n/d	n/a	n/d	535	449	n/d	79	n/d
EBITDA (\$M)	51	76	30	n/d	34	n/d	n/a	n/d	54	35	n/d	7	n/d
EBITDA margin (%)	n/a	n/a	16%	n/d	4%	n/d	n/a	n/d	3%	16%	n/d	30%	n/d
	<p>■ EV/EBITDA</p> <p>EV/EBITDA Median: 10.4x</p>												
	Target												
Target country													
Target description	Provider of IT/tech lifecycle management solutions	Provider of IT/tech lifecycle management solutions	Offering services in IT, infosec, and multi-cloud solutions	Provider of IT asset refurbishment & replacement services	Online retailer of technology products	Operator of an online marketplace	Provider of recycling and recommerce solutions for hardware	Provider of refurbished mobile and IT equipment	Marketer and supplier of technology products for businesses	Provider of maintenance services for computer equipment	Provider of IT hardware and digital services	Provider of technology financing services	Provider of IT service and lifecycle management services
Acquirer													
Acquirer country													
Houlihan Lokey transactions													

Sources: S&P Capital IQ, Mergermarket, and PitchBook Data as of March 31, 2025. All EV and EBITDA values were sourced in local currency where applicable and, for presentation purposes, converted to USD using the historical FX rate

Note: Confidential Houlihan Lokey transactions are not disclosed (n/d) but are included in the median calculations and include transactions executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.

Key Transaction Multiples

Circular Tech: IT Distribution

IT Distribution

Date	Jul-24	Apr-22	Feb-22	Dec-20	Nov-19	Dec-18	Jul-18
EV (\$M)	n/a	229	n/d	6'683	5'081	66	n/d
EBITDA (\$M)	n/a	34	n/d	928	593	14	n/d
EBITDA margin (%)	n/a	2%	n/d	2%	2%	1%	n/d
EV/EBITDA	n/a	6.5x	n/d	7.2x	8.6x	4.6x	n/d
Target	(1)					Vicis New Investments (former ABC Data)	
Target country							
Target description	Distributor of IT and mobile products to resellers and retailers	Distributor of electronic components and provider of supply chain services	Distributor of surplus laptops, desktops, servers, and spare parts	Distributor of IT hardware, including computers, peripherals, and related equipment	Distributor of IT software and hardware, offering logistics and supply chain management	Distributor of IT hardware, software, and consumer electronics solutions	Distributor of a broad range of information and communication technology equipment
Acquirer							
Acquirer country							
Houlihan Lokey transactions							

Sources: S&P Capital IQ, Mergermarket, and PitchBook Data as of March 31, 2025. All EV and EBITDA values were sourced in local currency where applicable and, for presentation purposes, converted to USD using the historical FX rate
 Note: Confidential Houlihan Lokey transactions are not disclosed (n/d) but are included in the median calculations and include transactions executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company. (1) Partnership includes operations in Great Britain, Ireland, and France.

Peer Companies Overview and Rationale

Peer Groups Comprise ITAM/ITAD and IT Distribution Companies

Overall Considerations

The circular tech peer group universe is divided into two main peer groups. This is simply because there are currently no publicly traded and purely focused circular tech players. We consider the selected peer groups as the best proxies for a still-nascent industry. The relatively large valuation gap between these peer groups arises from the fact that ITAM/ITAD players offer comprehensive and value-added services to customers, whereas IT distributors mainly provide substitutable/less value-added services.

Public Companies Peer Groups

ITAM/ITAD



IT Distribution



Rationale

- Involves strategic management of IT assets, including hardware and software.
- Aims to optimize asset lifecycle, reduce costs, and ensure regulatory compliance.
- Includes responsible disposal practices to minimize environmental impact and data risks.

- Facilitates the distribution of IT hardware and software devices.
- Acts as a crucial link between manufacturers and end users, streamlining the supply chain.
- Offers a wide range of products, services, and support to meet diverse technological needs.

Latest Business Performance and Market Updates

VARs Report Mixed Q1 Performance as Strategic Priorities Offset Macro Pressures

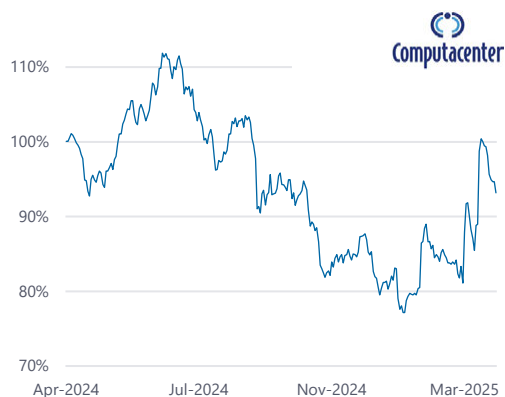
- Atea posted strong Q4 gross sales growth of 13.6% YoY CC,⁽¹⁾ but EBIT missed by 9% due to margin pressure from low-margin hardware mix.
- Service gross profit declined 2% YoY; margin headwinds expected to persist into Q1'25, before normalizing from Q2.
- 2025 outlook remains positive, supported by public sector deals, PC refresh cycle, and defense spending.
- FY25 EBIT forecast at NOK 1,453 million (+19% YoY), with margin recovery and hardware-driven service growth expected to support results.

February 2025



- Professional services revenue grew 11.9% in constant currency, with strong momentum across Germany, the U.K., and North America.
- 2H24 marked a strong rebound across all regions, notably the U.K. (+25% YoY) and North America (+36%), driving a 116% YoY increase in order backlog.
- FY25 outlook supported by improved visibility, with period-end backlog now covering 28% of expected revenues.
- Further upside possible from hyperscale wins and faster path to 30% conversion margin.

March 2025



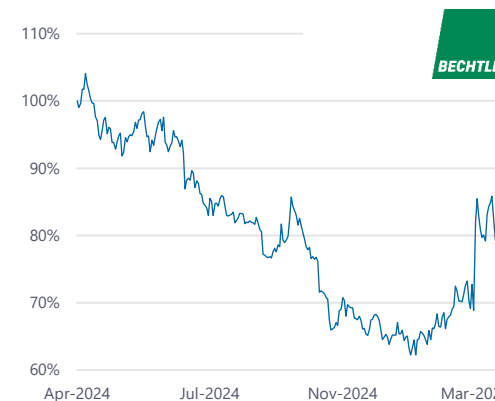
- CDW expects mid-single-digit growth in client devices in CY25, supported by a PC refresh cycle and stable Q4 trends.
- Modest recovery anticipated in networking and storage, while server demand remains softer.
- CY25 guidance reflects uneven market recovery and continued pressure on the public and education sectors.
- Federal spending uncertainty, particularly on the civilian side, weighs on outlook, though management commentary suggests guidance is conservative.

March 2025



- Bechtle expects FY25 revenue growth between -3% and +3%, with EBT guidance of €327 million to €362 million, reflecting macro uncertainty and soft German demand.
- FY24 revenue declined 3.8% organically, with Germany down 7% and international up 7%, partly driven by M&A.
- Strong Q4 cash flow (€367 million) and 20% QoQ order backlog increase provide some support entering FY25.
- Headcount up 4.2% YoY; recent acquisitions expected to contribute 150bps–200bps to topline in 2025.

March 2025



Sources: S&P Capital IQ, investment research reports.

Notes: Share prices from April 1, 2024, to March 31, 2025. Graphs reflect daily total return (%).

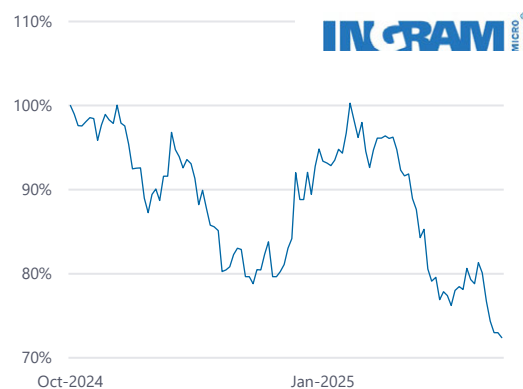
(1) Constant currency.

Latest Business Performance and Market Updates (cont.)

IT Distributors Navigate Margin Pressure and Mixed Demand While Positioning for Second-Half Recovery

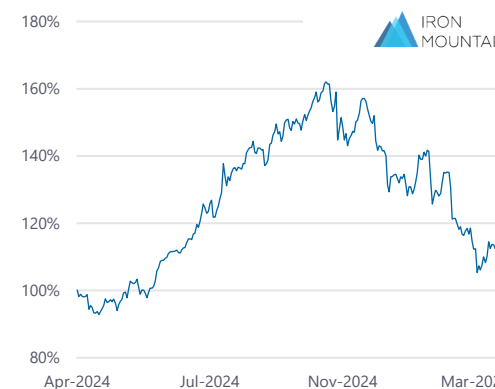
- Ingram expects Q1 FY25 revenue of \$11.4 billion to \$11.8 billion (+0.8%–4.3% YoY), in line with expectations, but guides gross margin below consensus at 6.87%–7.06%.
- EPS guidance of \$0.51–\$0.61 missed expectations, driven by unfavorable sales mix across enterprise, endpoint, and APAC.
- SMB demand remains cautious but is expected to improve in 2H25 as the Windows 12 refresh cycle begins.
- Geopolitical risks, including potential tariffs, add uncertainty to the 2H25 outlook.

March 2025



- Iron Mountain shares have fallen ~30% since October 2024, erasing ~\$12.5 billion in equity value as optimism around AI and data centers fades.
- Core storage (~75% of revenue) faces pricing and retention headwinds; data center churn rose to 4.4%, and growth outlook is softening.
- Free cash flow inflection is unlikely before 2026–2028 amid high capex and leverage (Moody's net debt/EBITDA at 6.7x).
- Dividend yield (3.7%) now lags the 10Y Treasury, pressuring valuation as rate sensitivity increases.

March 2025



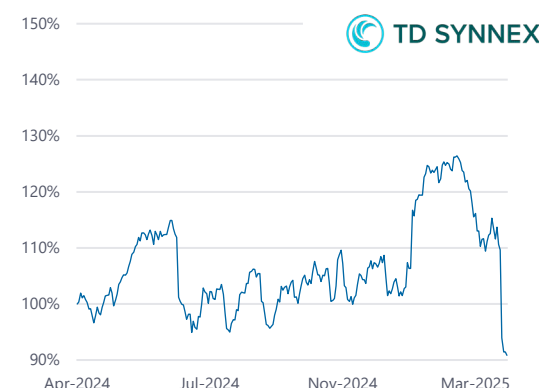
- ALSO expects 46% FY25 revenue growth, driven by Westcoast, and ~8% organic growth, supported by the PC refresh and AI PC demand.
- FY25 EBITDA guidance of €285 million to €325 million implies a strong recovery, with performance expected toward the upper end of the range.
- Margins to dip to 2.3% in FY25 due to Westcoast but set to improve longer term through mix shift and cost optimization.
- Strong positioning in PCs (~25% of sales) and growing solutions and services exposure underpin outlook.

March 2025



- TD SYNEX delivered a solid Q1 with gross billings up 9.5% YoY CC;⁽¹⁾ strength in PCs, mobile, and server/storage.
- EPS of \$2.80 beat expectations, though revenue slightly missed on mix shift toward software and infrastructure.
- Hyve (owned by TD SYNEX) growth lagged due to shipment delays and softer cloud demand; recovery is expected, but timing remains uncertain.
- Full-year gross billings are still guided to mid-single-digit growth, but concerns linger around share loss and Hyve visibility.

March 2025



Sources: S&P Capital IQ, investment research reports.

Notes: Share prices from April 1, 2024, to March 31, 2025. Graphs reflect daily total return (%).

(1) Constant currency.

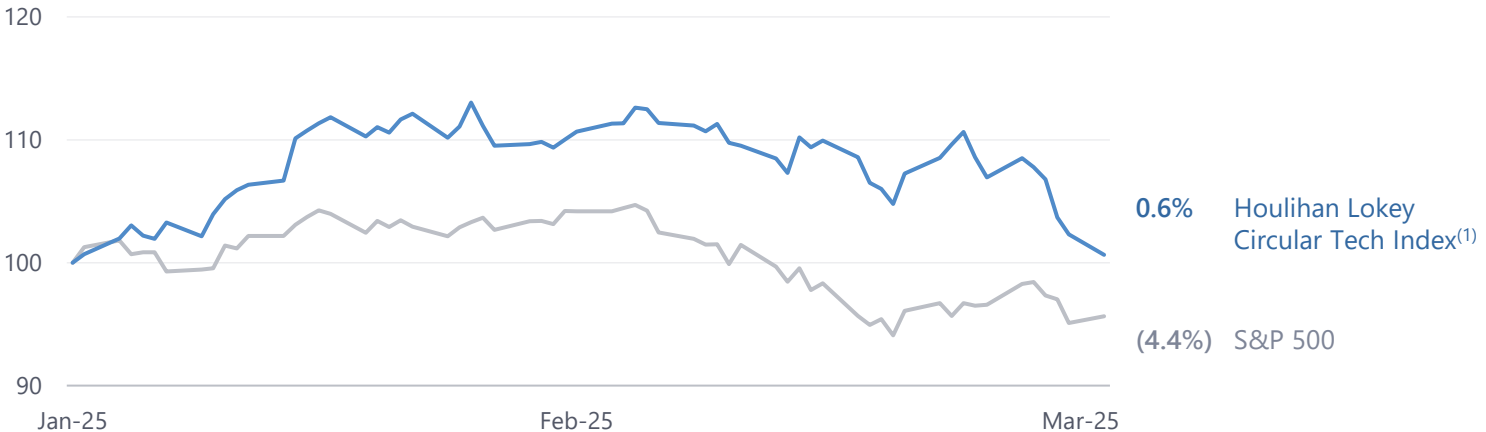
Equity Market Index Performance

Circular Tech

LTM March 2025 Performance



January – March 2025 Performance



Key Takeaways

- As of March 2025, the Houlihan Lokey Circular Tech Index declined 14.3% over the LTM, underperforming the S&P 500 by 21.3%. Q1 performance was modest at +0.6%, while the S&P 500 fell by 4.4%.
- ASBISC Enterprises PLC posted the strongest Q1 return at +42.0%, followed by AB S.A. (+14.3%), Computacenter (+13.6%), and Kontron (+10.8%). Bechtle AG and ALSO Holding AG also delivered a solid Q1 at +9.1% and +5.0%, respectively.
- Most companies in the index reported negative Q1 returns, including TD SYNEX (-10.8%), Ingram Micro (-10.4%), Dustin (-8.5%), and Atea (-8.4%).
- Dustin (-67.7%), CDW Corp. (-36.7%), Bechtle AG (-28.5%), Ingram Micro (-27.9%), and Arrow Electronics (-19.5%) were among the weakest LTM performers. Only AB S.A. (+23.4%), Kontron AG (7.1%), ALSO Holding AG (+3.2%), and Atea (+0.5%) delivered positive returns over the LTM.
- Broader sector sentiment remained muted despite structural tailwinds such as lifecycle services, compliance focus, and recurring revenue potential.

Source: S&P Capital IQ.
 Notes: Data as of March 31, 2025. All share prices are rebased to 100.
 (1) The Houlihan Lokey Circular Tech Index consists of a diversified set of companies across the circular tech sector. See pages 26 and 27 for a complete list.

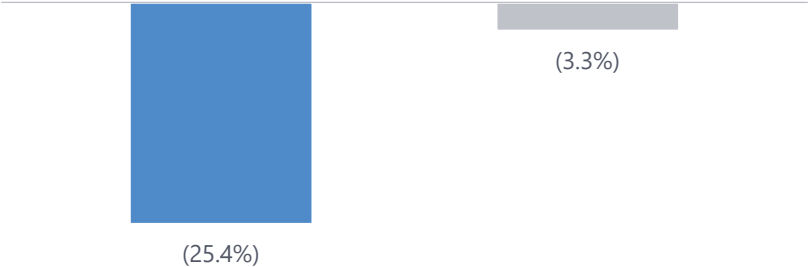
Equity Market Index Performance

Circular Tech: ITAM/ITAD and IT Distribution Companies

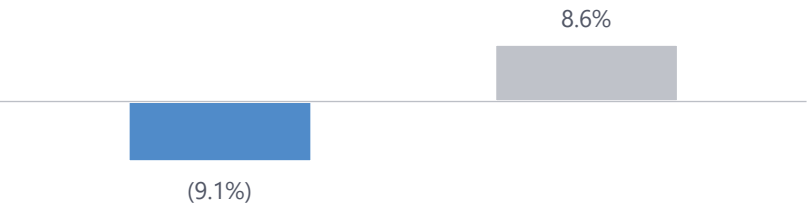
LTM March 2025 Performance by Subsector



LTM Performance



Three-Year Performance



Key Takeaways

- During the LTM, the ITAM/ITAD and IT distribution peer groups declined by 25.4% and 3.3%, respectively, both underperforming the S&P 500, which gained 7.0%. Over a three-year period, the ITAM/ITAD peer group returned -9.1%, while IT Distribution gained 8.6%.
- Neither peer group outperformed the broader market. However, the ITAM/ITAD segment showed slight positive momentum in Q1 (+0.9%), suggesting a potential for recovery supported by favorable structural drivers, including:
 - Asset lifecycle management focus
 - Sustainable practices and environmental responsibility
 - Risk mitigation and compliance
 - Revenue diversification
 - Long-term cost savings for clients
 - Adaptation to technology trends
 - Recurring revenue potential

Source: S&P Capital IQ.
Notes: Data as of March 31, 2025. All share prices are rebased to 100.

Public Company Valuations

Circular Tech: ITAM/ITAD and IT Distribution Companies

LTM March 2025 Valuations

EV/LTM Revenue

EV/LTM EBITDA

ITAM/ITAD



0.5x



IT Distribution



2025E Valuations

EV/2025E Revenue

EV/2025E EBITDA

ITAM/ITAD



IT Distribution



Source: S&P Capital IQ.

Notes: Data as of March 31, 2025. Values shown reflect the medians of the respective peer groups.

Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of March 31, 2025.

Public Company Valuations Comparables (LTM March 2025)

Circular Tech: ITAM/ITAD and IT Distribution Companies

(\$ in Millions, Except per-Share Prices)

As of 3/31/25	Market Cap USDMM	EV USDMM	Net Debt USDMM	Net Debt/ LTM EBITDA	LTM					TEV		
					Revenue USDMM	EBITDA USDMM	EBITDA Margin	EPS	Forward P/E	LTM EBITDA	LTM Revenue	
ITAM / ITAD	CDW Corporation	21,233.2	26,894.8	5,480.3	2.7x	20,998.7	2,012.0	9.6%	8.0	16.3x	13.4x	1.3x
	Insight Enterprises	4,766.3	5,673.2	822.5	1.5x	8,701.7	537.2	6.2%	6.6	14.9x	10.6x	0.7x
	Bechtle	4,657.6	4,765.3	99.4	0.2x	6,528.4	490.3	7.5%	2.0	17.2x	9.7x	0.7x
	Computacenter	3,311.5	2,867.1	(441.6)	N/M	8,719.4	387.1	4.4%	1.9	13.9x	7.4x	0.3x
	Kontron	1,469.0	1,666.7	168.9	0.9x	1,806.5	198.6	11.0%	1.4	12.6x	8.4x	0.9x
	Atea	1,372.2	1,390.7	17.2	0.1x	3,044.0	162.1	5.3%	0.6	13.7x	8.6x	0.5x
	Cancom	764.4	818.1	51.0	0.5x	1,800.4	98.5	5.5%	1.0	18.2x	8.3x	0.5x
	Econocom Group	325.0	541.6	157.1	1.2x	2,840.9	136.3	4.8%	0.2	4.0x	4.0x	0.2x
Dustin Group	175.8	524.4	310.8	1.1x	1,929.3	278.7	14.4%	(0.5)	8.0x	1.9x	0.3x	
Median			157.1	1.0x	3,044.0	278.7	6.2%	1.4	13.9x	8.4x	0.5x	
Mean			740.6	1.0x	6,263.3	477.9	7.6%	2.4	13.2x	8.0x	0.6x	
IT Distribution	TD SYNnex Corp.	8,651.1	12,437.2	3,786.1	2.1x	59,008.9	1,780.4	3.0%	8.0	8.3x	7.0x	0.2x
	Arrow Electronics, Inc.	5,385.4	8,658.1	2,935.0	2.4x	27,923.3	1,217.0	4.4%	7.3	10.2x	7.1x	0.3x
	Ingram Micro Holding Corp.	4,165.8	7,063.9	2,434.7	2.0x	47,983.7	1,221.3	2.5%	1.2	6.1x	5.8x	0.1x
	Avnet, Inc.	4,160.0	6,777.2	2,397.8	2.6x	22,484.1	910.8	4.1%	3.5	11.4x	7.4x	0.3x
	ALSO Holding AG	3,340.4	2,823.9	(505.3)	N/M	9,841.2	234.2	2.4%	9.7	18.9x	12.1x	0.3x
	ASBISc Enterprises Plc	370.2	526.2	146.1	1.4x	3,008.5	102.7	3.4%	1.0	5.5x	5.1x	0.2x
	AB S.A.	494.6	509.5	14.0	0.2x	3,607.3	73.6	2.0%	2.6	8.8x	6.9x	0.1x
Median			2,397.8	2.1x	22,484.1	910.8	3.0%	3.5	8.8x	7.0x	0.2x	
Mean			1,601.2	1.8x	24,836.7	791.4	3.1%	4.8	9.9x	7.3x	0.2x	
Overall Median			163.0	1.3x	7,615.0	332.9	4.6%	2.0	12.0x	7.4x	0.3x	
Overall Mean			1,117.1	1.4x	14,389.1	615.1	5.7%	3.4	11.8x	7.7x	0.4x	

Source: S&P Capital IQ.

Note: Data as of March 31, 2025.

Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of March 31, 2025.

Public Company Valuations Comparables (2025E)

Circular Tech: ITAM/ITAD and IT Distribution Companies

(\$ in Millions, Except per-Share Prices)

As of 3/31/25	Net Debt/ 2024 EBITDA	EV/Revenue		EV/EBITDA		P/E		2023-25E CAGR		EBITDA Margin		Forward P/E		
		2024	2025E	2024	2025E	2024	2025E	Revenue	EBITDA	2024	2025E	2024	2025E	
ITAM / ITAD	CDW Corporation	2.8x	1.3x	1.2x	13.4x	12.5x	20.1x	16.3x	0.6%	2.2%	9.6%	9.9%	15.3x	16.3x
	Insight Enterprises, Inc.	1.7x	0.7x	0.6x	10.6x	9.8x	22.9x	14.9x	(1.8%)	5.7%	6.2%	6.6%	14.1x	14.9x
	Bechtel AG	0.2x	0.7x	0.7x	9.7x	8.8x	18.3x	17.2x	(0.9%)	(0.8%)	7.5%	7.8%	15.0x	17.2x
	Computacenter plc	N/M	0.3x	0.3x	7.4x	6.5x	16.5x	13.9x	3.3%	2.2%	4.4%	4.7%	13.9x	13.9x
	Kontron AG	0.9x	0.9x	0.8x	8.4x	6.8x	16.7x	12.6x	23.1%	48.5%	11.0%	11.7%	15.7x	12.6x
	Atea ASA	0.1x	0.5x	0.4x	8.6x	6.3x	20.4x	13.7x	2.9%	9.8%	5.3%	6.1%	15.7x	13.7x
	Cancom SE	0.5x	0.5x	0.4x	8.3x	6.0x	23.7x	18.2x	6.9%	15.6%	5.5%	7.1%	16.0x	18.2x
	Econocom Group SE	1.2x	0.2x	0.2x	4.0x	3.2x	8.4x	4.0x	2.4%	5.9%	4.8%	5.4%	4.2x	4.0x
	Dustin Group AB (publ)	5.9x	0.3x	0.3x	9.9x	8.4x	N/M	8.0x	(2.7%)	(14.9%)	2.8%	3.0%	2.7x	8.0x
Median	1.0x	0.5x	0.4x	8.6x	6.8x	19.2x	13.9x	2.4%	5.7%	5.5%	6.6%	15.0x	13.9x	
Mean	1.7x	0.6x	0.5x	8.9x	7.6x	18.4x	13.2x	3.7%	8.2%	6.3%	6.9%	12.5x	13.2x	
IT Distribution	TD SYNnex Corp.	2.1x	0.2x	0.2x	6.9x	7.0x	13.1x	8.5x	2.2%	(2.1%)	3.1%	3.0%	8.5x	8.3x
	Arrow Electronics, Inc.	2.6x	0.3x	0.3x	7.1x	7.9x	14.2x	10.2x	(8.5%)	(20.5%)	4.4%	4.0%	8.8x	10.2x
	Ingram Micro Holding Corp.	2.4x	0.1x	0.1x	5.8x	5.4x	15.1x	6.1x	1.5%	(0.3%)	2.5%	2.6%	N/A	6.1x
	Avnet, Inc.	2.9x	0.3x	0.3x	7.4x	8.3x	13.6x	11.4x	(6.8%)	(20.1%)	4.1%	3.7%	9.9x	11.4x
	ALSO Holding AG	N/M	0.3x	0.2x	12.1x	8.3x	28.0x	17.8x	16.9%	10.1%	2.4%	2.3%	20.9x	18.9x
	ASBISc Enterprises Plc	1.4x	0.2x	0.2x	5.1x	4.7x	6.8x	5.5x	1.2%	(3.7%)	3.4%	3.5%	4.9x	5.5x
	AB S.A.	0.2x	0.1x	0.1x	6.9x	6.3x	11.0x	8.8x	2.0%	5.0%	2.0%	2.0%	N/A	8.8x
Median	2.2x	0.2x	0.2x	6.9x	7.0x	13.6x	8.8x	1.5%	(2.1%)	3.1%	3.0%	8.8x	8.8x	
Mean	1.9x	0.2x	0.2x	7.3x	6.8x	14.6x	9.8x	1.2%	(4.5%)	3.1%	3.0%	10.6x	9.9x	
Overall Median	1.6x	0.3x	0.3x	7.9x	6.9x	16.5x	12.0x	1.8%	2.2%	4.4%	4.3%	14.0x	12.0x	
Overall Mean	1.8x	0.4x	0.4x	8.2x	7.3x	16.6x	11.7x	2.6%	2.7%	4.9%	5.2%	11.8x	11.8x	

Source: S&P Capital IQ.

Note: Data as of March 31, 2025.

Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of March 31, 2025.

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