

Houlihan
Lokey

Circular Tech Market Insights

Q4 2025

About Our Firm

Houlihan Lokey, Inc. (NYSE:HLI) is a leading global investment bank recognized for delivering independent strategic and financial advice to corporations, financial sponsors, and governments. Our firm is the trusted advisor to more top decision-makers than any other independent global investment bank.

CORPORATE FINANCE

2025 M&A Advisory Rankings
All Global Transactions

	Advisor	Deals
1	Houlihan Lokey	458
2	Goldman Sachs & Co	441
3	Rothschild & Co	400
4	JP Morgan	364
5	Morgan Stanley	357

Source: LSEG.
Excludes accounting firms and brokers.

No. 1
Global M&A Advisor

Leading
Capital Solutions Group

FINANCIAL RESTRUCTURING

2025 Global Distressed Debt &
Bankruptcy Restructuring Rankings

	Advisor	Deals
1	Houlihan Lokey	83
2	PJT Partners Inc	55
3	Lazard	50
4	Rothschild & Co	44
5	Evercore Inc	33

Source: LSEG.

No. 1
Global Restructuring Advisor

1,900+
Transactions Completed Valued at
More Than \$4 Trillion Collectively

FINANCIAL AND VALUATION ADVISORY

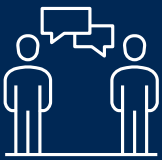
2001–2025 Global M&A
Fairness Advisory Rankings

	Advisor	Deals
1	Houlihan Lokey	1,170
2	Duff & Phelps, A Kroll Business	1,069
3	JP Morgan	1,034
4	UBS	769
5	Morgan Stanley	716

Source: LSEG.
Announced or completed transactions.

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

2,500+
Annual Valuation Engagements



Learn more about how
our advisors can serve
your needs:

- Corporate Finance →
- Financial Restructuring →
- Financial and Valuation Advisory →
- Our Industry Coverage →



Our clients benefit from our local presence and global reach.

33

Locations
Worldwide

AMERICAS

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

~2,000

Total Financial
Professionals

341

Managing
Directors⁽¹⁾

EUROPE AND MIDDLE EAST

Amsterdam	Milan
Dubai	Munich
Frankfurt	Paris
London	Stockholm
Madrid	Zurich
Manchester	

2,000+

Clients Served
Annually

\$11.43B

Market
Cap⁽²⁾

ASIA- PACIFIC

Beijing	Shanghai
Gurugram	Singapore
Hong Kong SAR	Sydney
Mumbai	Tokyo

\$2.6B

Annual
Revenue⁽³⁾

Fully Integrated Financial Sponsor Coverage

29

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

1,900+

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

850+

Companies sold to financial sponsors over the past five years.



(1) As of December 31, 2025.

(2) As of February 27, 2026.

(3) LTM ended December 31, 2025.

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

NOR NORM has raised €50m in growth financing from a syndicate led by Verdane Exclusive Financial Advisor	TXO Systems Ltd., a portfolio company of TowerBrook Delta, has acquired a majority stake in AirWay Technologies, Inc. Financial Advisor	Ambienta SGR S.p.A has acquired The Rent Company B.V. Buyside & Financing Advisor	TKD Solutions has received a majority investment from Deutsche Private Equity Sellside Advisor	TXO Systems, Ltd., a portfolio company of TowerBrook, has acquired TEQPORT Services GmbH Buyside Advisor	Kimber Computer, a portfolio company of Trill Impact, has acquired Renewtech Buyside Advisor	Okamac has been acquired by Meridiam SAS Sellside Advisor	Foxway Group AB, a portfolio company of Norvestor and majority owned by management and founders, has entered into a partnership with Nordic Capital Delta GP SARL Sellside Advisor	TXO Systems, Ltd. has been acquired by TowerBrook Delta Sellside Advisor
Trill Impact has acquired Kimber Computer Buyside Advisor	Global Resale, Ltd., a portfolio company of Bright Star Capital Partners, has been acquired by Foxway Sellside Advisor	Flex IT has acquired MKCL Buyside Advisor	Foxway Group has acquired Dansk Computer Center (DCC) Buyside Advisor	Foxway has acquired Greentech Buyside Advisor*	Xllinc has acquired Replace Buyside Advisor*	Xllinc has acquired Lin Education Buyside Advisor*	Xllinc has been acquired by Norvestor Sellside Advisor*	Infoteek has been acquired by Altor 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.

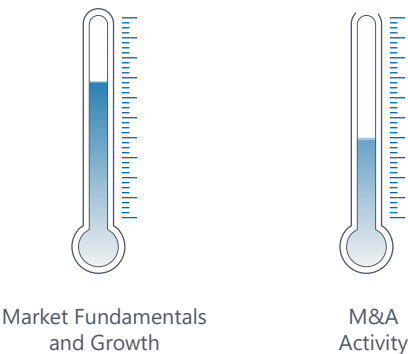
Request a Meeting

Request Annual Circular Tech Insight Report

Executive Summary

In Q4 2025, the circular tech industry sustained its positive momentum, supported by improved quarterly performance and a constructive outlook for circular players. Ongoing price surges in the memory markets, DRAM and NAND, boosted margins for ITAD players and drove increased reuse, redeployment, and refurbishment of components. Rising AI workloads remained a key structural driver, accelerating data center expansion and placing greater emphasis on higher-performance, more energy-efficient memory, processors, and servers, which in turn is contributing to shorter hardware refresh cycles and a growing supply of enterprise-grade assets into the circular ecosystem. Enterprise refresh activity remained steady, underpinned by a resilient secondary market.

Circular Tech Market Heat Indicator⁽¹⁾



Sources: Mergermarket, S&P Capital IQ, Reuters, Bloomberg, Secondary Market News.
(1) Houlihan Lokey's assessment of the current circular tech market sentiment (i.e., how hot or cold the market is) is based on internal and external qualitative and quantitative parameters.
(2) The Houlihan Lokey Circular Tech Index comprises a diversified set of companies in the circular tech sector. For a complete list, see pages 27-28.

Sector Trends

- Scarcity in the memory market is continuing to create turmoil, with prices for DDR4 surging from, e.g., \$18 to nearly \$270 for a DDR4 32GB memory. This trend is in part due to the AI megatrend, as chip manufacturers increase their focus on higher-quality, higher-margin DDR5 at the expense of legacy DDR4. This will have a very strong ripple effect beyond the data center industry, as its use is ubiquitous, from phones to gaming to cars. PC prices might jump by 15%–20% in response. Supply is highly concentrated, and new capacity takes as long as two years to come online. For now, only an unraveling of the AI boom would ease the shortage.
- The growth rate in device-as-a-service (DaaS) continues to strongly outperform the market for general IT spend by c. 3x, with a CAGR of 25%–30% for DaaS vs. 8%–10% for general IT spend, according to Gartner.
- In December 2025, the European Commission adopted the RESourceEU Action Plan to secure the EU's supply of critical raw materials for key industrial sectors and protect EU value chains from supply disruptions by de-risking investments in critical raw materials supply chains and fast-tracking permitting. Over the next 12 months, €3 billion in EU funds will support projects that can provide alternative supplies in the short term.
- Multiple partnerships are emerging in the industry to boost rare earth recycling (e.g., Korea Zinc/Alta Resource Technologies, ERI/ReElement, Critical Materials Recycling/Paladin Envirotech). These partnerships typically combine ITAD's strong footprint and operations with sophisticated tech to recover rare earth metals at scale, with an economically viable technology.

M&A Highlights

- On November 6, Iron Mountain expanded its footprint in the circular tech space by acquiring ACT Group, an IT asset disposition (ITAD) technology lifecycle services provider, and remarketing retired IT assets. This acquisition expands Iron Mountain's scale in Australia and Asia-Pacific and its ability to deliver asset lifecycle management (ALM) services at scale.
- On October 22, Refurbed, a leading online marketplace for refurbished electronics, household, and sports products in Europe, closed another financing round of €50 million. Leading investors joined the round, with previous investments in successful tech ventures like Vinted, Cabify, and Spotify. Proceeds will be used primarily for further European expansion, new product categories, and investments in the tech platform.
- On November 26, Renewtech acquired Intelligent Servers, one of the U.K.'s leading ITADs for data center equipment. The acquisition further consolidates Renewtech's strong market position in the data center ITAD space by boosting its business volume by 25%. It is also a strategic footstep for the Nordic company in the journey to become a truly pan-European provider.
- On October 27, Critical Materials Recycling and Paladin EnviroTech announced the launch of "Recapture," a JV pioneering rare earth magnet recovery and scaled processing. This JV highlights the increased appetite to relocalize supply chains for critical raw materials. Rare earth elements are essential to modern technologies—from electric vehicles to renewable energy systems—but supply chain vulnerabilities and environmental challenges have increased the urgency for domestic recovery solutions.

General Public Market Sentiment

- Sector performance declined over Q4 2025, with the Houlihan Lokey Circular Tech Index⁽²⁾ down (-9.1%) and underperforming the S&P 500 by 11.1%. Despite the challenging backdrop of macroeconomic uncertainty, uneven IT spending, and margin pressures, Q4 showed signs of operational momentum, providing a foundation for potential improvement in stock performance going forward.
- The quarter showed notable dispersion in public market performance across the circular tech universe. ASBIS led with a +21.3% Q4 2025 return, followed by Bechtle (+11.3%), AB SA (+11.1%), Atea (+9.7%), and Computacenter (+9.0%). In contrast, Insight Enterprises (-28.1%), Kontron (-16.7%), CDW Corp. (-14.5%), ALSO (-10.8%), and Arrow Electronics (-8.9%) lagged. Over the past year Dustin (-56.4%), Insight Enterprises (-45.5%), CDW Corp. (-21.8%), and Econocom (-14.2%), saw the steepest declines amid ongoing demand normalization and margin pressures.
- Companies reported mixed but generally resilient Q4 performance across the VAR and IT distribution landscape. TD SYNnex and CDW delivered strong results, with revenue and earnings exceeding expectations, supported by continued momentum across services, software, and data-center-related demand. Bechtle showed solid growth and margin expansion, driven by strength in services and improved operating leverage. Insight Enterprises faced ongoing revenue pressure, though margin expansion and EPS growth reflected an improving profitability mix. Overall, earnings proved more durable than top-line trends, as disciplined cost management, services growth, and selective end-market strength helped offset cautious customer spending.
- Over the LTM, the ITAM/ITAD peer group declined 12.1%, while IT distribution gained 10.6%, both underperforming the S&P 500's 16.7% growth. Over the past three years, ITAM/ITAD returned (-5.2%), with IT distribution strongly outperforming at 37.8%.



Why Are We So Excited About Circular Tech?

A Circular Economy Eliminates Waste Through Circular 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.

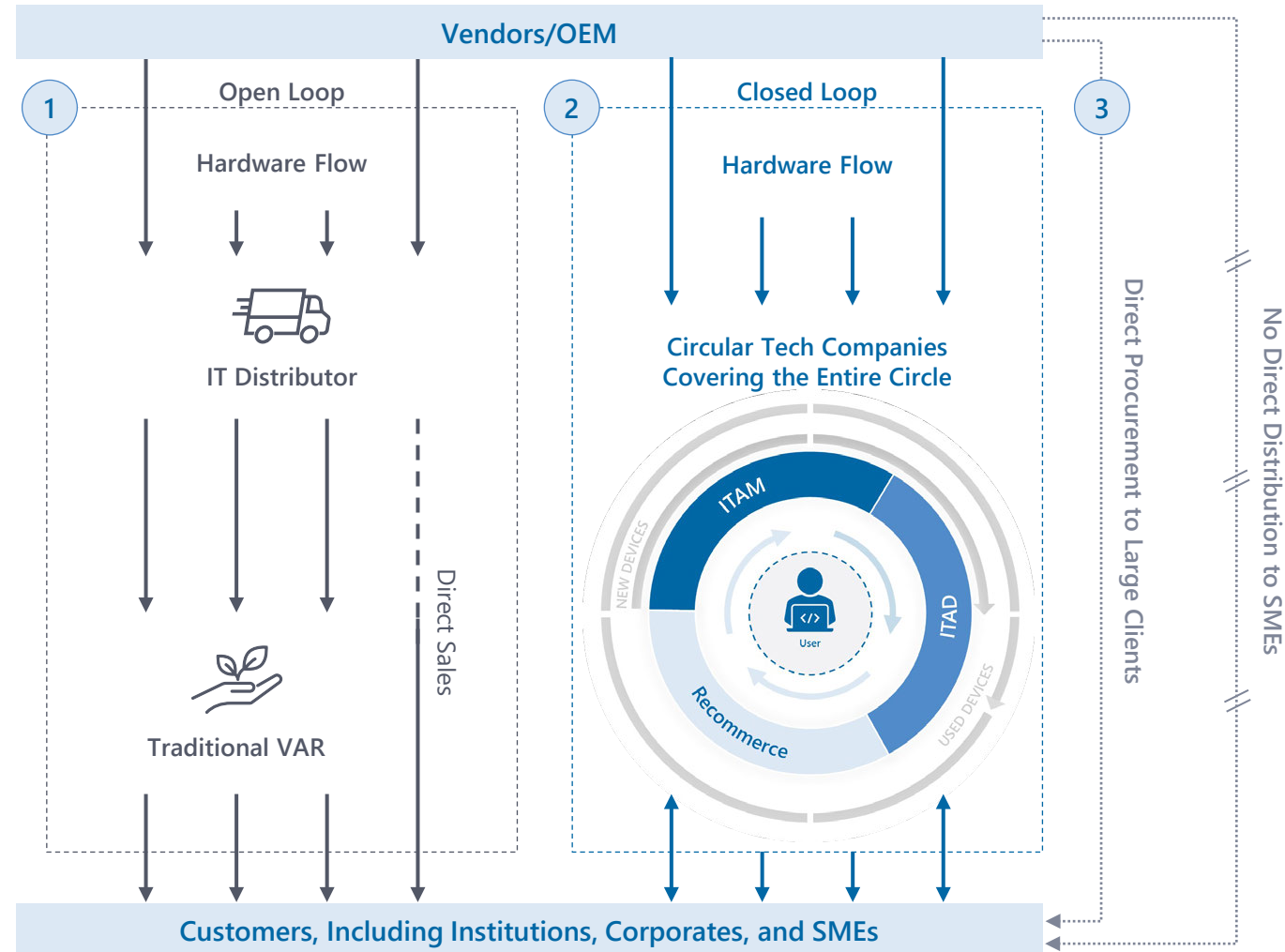


Circular tech encompasses a comprehensive range of services that approach IT lifecycle management holistically, integrating circular thinking. It includes all aspects of the IT journey, starting from procurement and encompassing services related to IT assets, all the way through responsible disposal 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

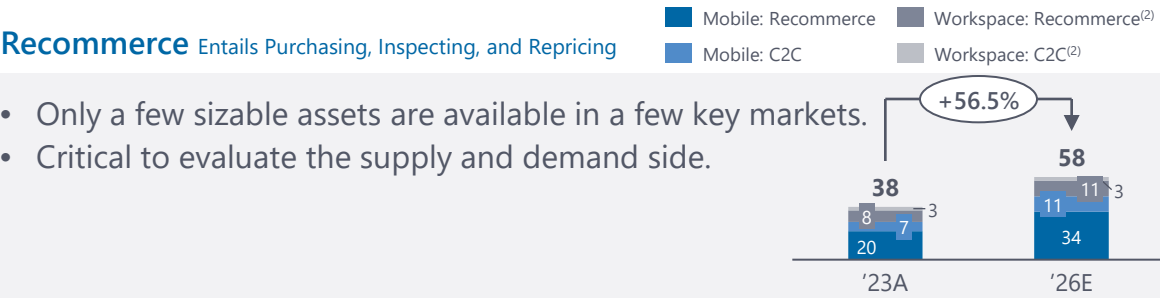
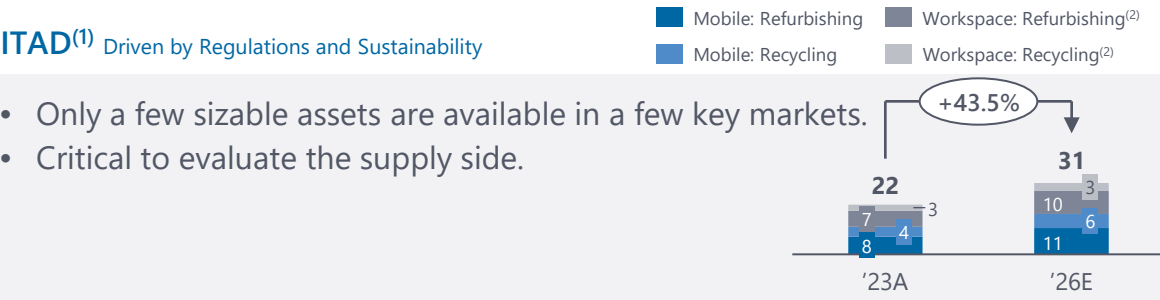
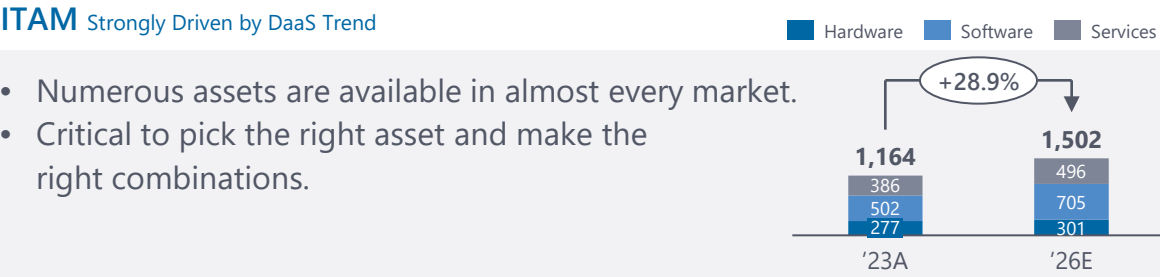
- Offer full lifecycle from procurement to disposal and remarketing/refurbishing of IT devices.
- Enable circularity and sustainability with complete end-of-life solutions.

3 VAR

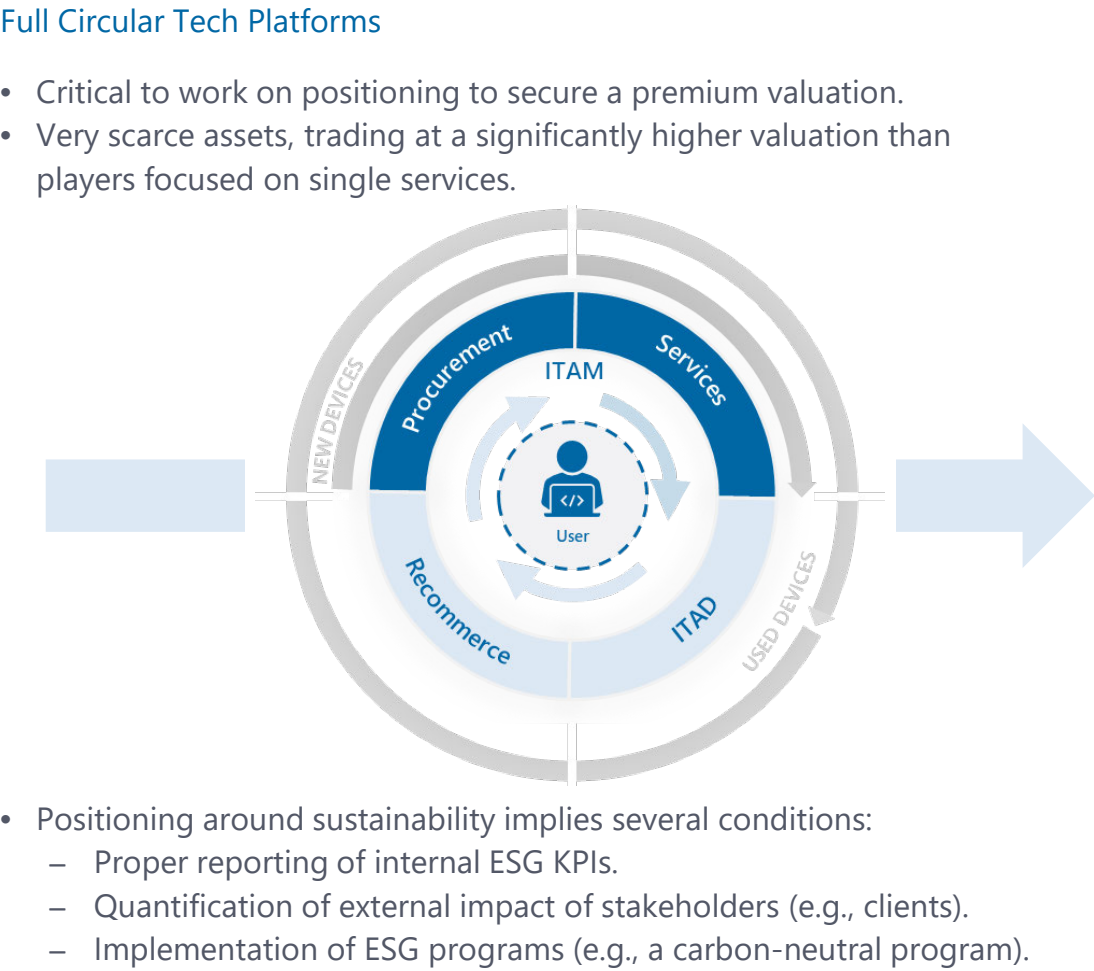
- VARs resell software, hardware, and networking products to end clients along with added services, including consulting, design, implementation, and training.
- VARs source directly from distributors and, in some rare cases, directly from IT vendors.

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



Source: Boston Consulting Group, estimates based on source material.
Note: Global market figures in USD billions.
(1) ITAD market figures, excluding server, storage, and network. (2) Workspace refers to computers and laptops.





About Jeff Jones



- **CEO and Executive Chairman at Apto Solutions.**
- **More than 25 years of experience in technology reuse and recycling, with an unparalleled track record in the ITAD industry in leadership and board positions.**

About Apto Solutions

“An often overlooked but important part of service delivery—the customer portal and asset tracking system—is one of Apto’s strengths.”
—Gartner

Apto Solutions (Apto) is one of the leading ITAD players in circular tech in the United States, helping organizations with the lifecycle management of IT assets through take-back, lifecycle extension, and remarketing through a secure, transparent, and market-trusted solution.

Apto’s breadth of services helped the company secure the trust of blue-chip customers with long-term, revenue-share contracts and high retention, particularly in highly regulated industries such as financial services, healthcare, and federal, where compliance, security, and traceability are critical. Apto also partners with leading OEMs (Dell, Lenovo, HP) who support a well-proven take-back model that enables scaled, centralized access and long-term growth.

Interview

Q: *Data centers are seen as the fastest-growing segment of circular tech. What are your views on this tailwind? Are the strong margins we see today sustainable?*
A: Historically, significant increases in IT hardware expenditure have typically led to a greater supply for the circular tech sector during the subsequent refresh or downturn cycle. In this instance, it appears that the spending observed in 2025 will persist beyond 2026, which is undoubtedly a favorable indicator for the sector. Naturally, success in this industry is more dependent on the client base than on general industry trends. This principle also holds true for maintaining elevated margins, which are primarily influenced by product resale values and associated services.

Q: *The memory market is seeing some strong price surges, namely in the DRAM space, due to challenges in the supply with ever-increasing demand. How does that affect your business, and how long will that trend last?*
A: The surge in memory market pricing has unequivocally benefited Apto and all entities within the circular tech sector that handle significant volumes of data center hardware. We observed a substantial increase in resale prices throughout 2025, a trend that has persisted into 2026. Based on current observations, this trajectory is expected to continue as long as the AI-driven demand for hardware remains robust. Guidance provided by memory OEMs indicates that their production capacity is fully committed well into 2027, and price escalations could effectively establish a new baseline at the current market level. This development potentially signals increased profit margins extending far into the future.

Q: *Who are the most interesting customers in the data center space—hyperscalers, edge, private cloud owners—and what do they need from a circular tech service provider? What are the winning features of successful players in the space?*
A: The most compelling customer profiles may differ among providers, largely contingent upon their respective delivery models. Our primary focus is on highly regulated industries, served both directly and through OEM, leasing, and channel partnerships, which maintain significant private cloud infrastructures and end-user computing environments. We prioritize engagements with customers who seek to utilize the full scope of our service offering, thereby enabling our team to deliver solutions that yield exceptional customer satisfaction.

Q: *The data center service provider space seems to be fragmented, with many small players and no combination of services (e.g., as-a-service, third-party maintenance, and ITAD/decommissioning). Will this last?*
A: The future direction hinges significantly on the success of platform consolidation strategies. Some current approaches aim to unify various data center services under a single umbrella. This is certainly achievable if each service area maintains its focus and effective collaboration, allowing cross-selling to the existing customer base. Alternatively, there will always be a demand for deep specialization and exceptional execution within individual service delivery areas.

18.0%
2022-2025
Revenue CAGR

+1M⁽¹⁾
End-of-Life Items
Processed Annually

34.0%
2022-2025
EBITDA CAGR

-95%⁽²⁾
CO₂ Emissions for
Refurbished Hardware

Sources: Apto Solutions, Bloom ESG. (1) Figure for 2025. (2) Bloom ESG.

Voices of the market: Industry events

Retech Days Business—Berlin (November 27, 2025)

Retech Days Business is a specialized conference focused on sustainability, circular tech, and refurbished IT solutions in the enterprise context, which was held at Tagungswerk in Berlin on November 27. The event brought together technology professionals, decision-makers, and sustainability leaders to explore trends in the circular economy, lifecycle management, and secure IT disposal.

Key Topics Covered:

- The impact of rising import tariffs on IT and smartphone equipment for businesses.
- Extending the lifespan of PCs and smartphones in the workplace.
- Opportunities and challenges around refurbished IT in enterprise settings.
- Challenges managing refurbished device fleets.
- The IT equipment needs of VSBs/SOHO markets.
- Regulation of WEEE (waste electrical and electronic equipment).

Speakers and Participants:

A broad lineup of industry leaders covered sustainability, trade-in programs, remarketing, and circular business models, including:



Kasper Nørgaard
Remarketing Manager





Simone Sievernich
General Manager DE





Jules Wurlod
Director





Thomas Gros
CEO and Co-Founder



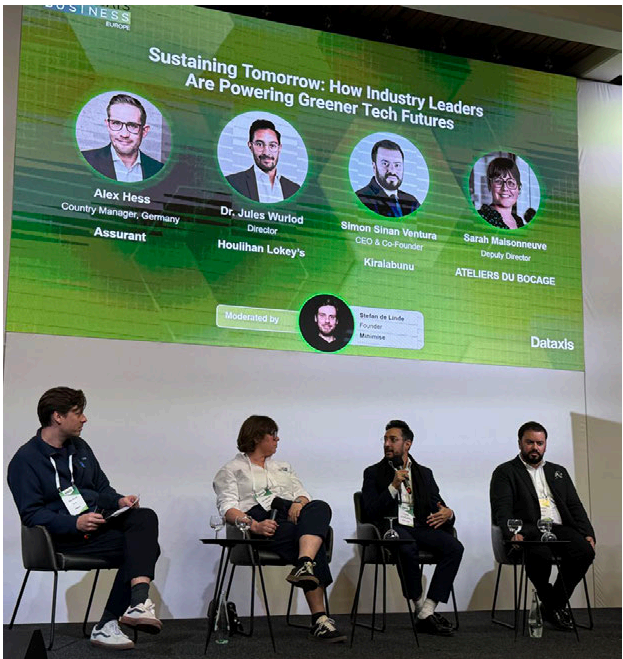


Participating companies:









Deep-Dive (1/5): Global Memory Market Overview

AI-Led Demand and Production Discipline Are Structurally Tightening Memory Supply

Global memory markets are experiencing a structural supply squeeze driven by AI infrastructure build-out and manufacturer capacity reallocation, resulting in elevated pricing, longer lead times, and increased reliance on circular and secondary supply channels.

What Is Driving the Shortage



AI BUILD-OUT

Accelerating AI infrastructure investment is driving outsized demand for high-performance memory, absorbing disproportionate manufacturing capacity.



PRODUCTION SHIFT

Manufacturers are reallocating capacity away from legacy DRAM toward higher-margin DDR5, LPDDR5(X), and HBM products, constraining traditional supply.



INVENTORY COMPRESSION

DRAM inventories have compressed to historically low levels, reducing buffer stock and amplifying price and lead-time volatility.

Global Memory Supply Constrained

- AI build-out is rebalancing manufacturing priorities, creating a “dual bind” that squeezes both consumer and enterprise supply.
- DRAM supplier inventory has fallen to ~2–4 weeks (October) versus ~13–17 weeks in late 2024, materially reducing market flexibility.

Recent Price Escalations of DDR4⁽¹⁾

340% Increase Within Four Months



DDR4 Global Memory Supply Constrained

Major Producers Shifting Away From DDR4



Impact on the Market



PRICING INFLATION

Memory pricing has increased sharply, with select segments experiencing price-doubling, also translating into higher prices for tech products (e.g., c. 20%–60% price increase in laptops).⁽¹⁾



EXTENDING DELIVERY TIMES

Lead times are lengthening, and allocations are increasingly capped as supply struggles to keep pace with demand.



REUSE DEMAND

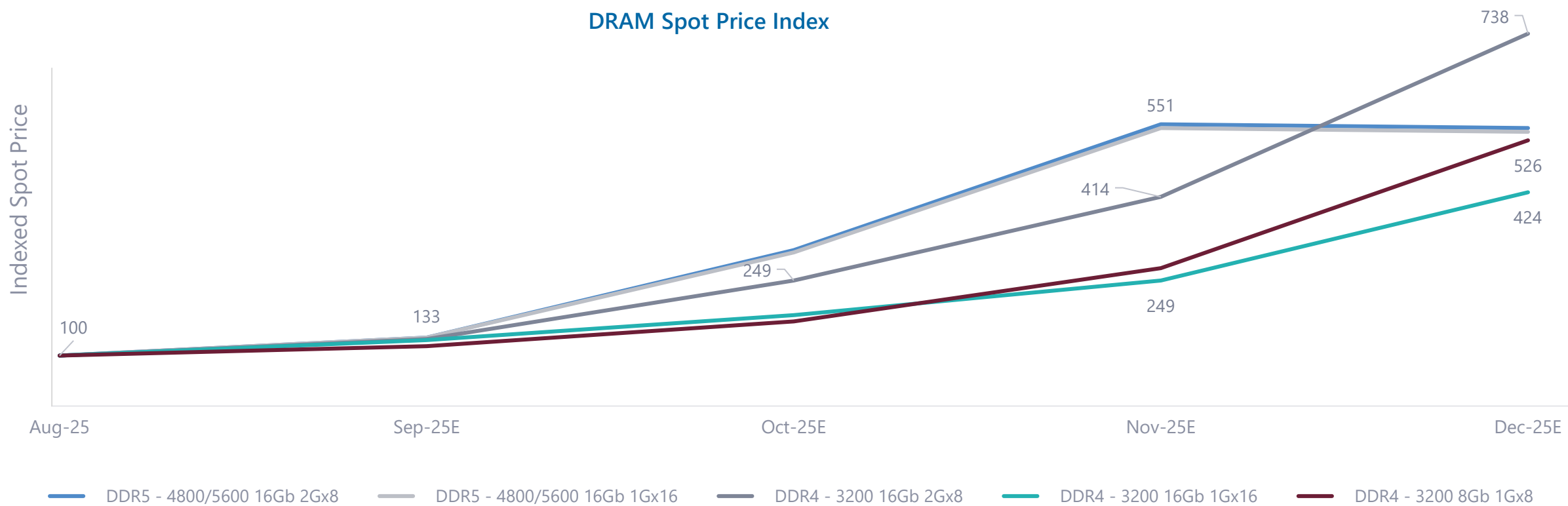
Data center operators and enterprises are turning to refurbished and secondary supply to manage cost and availability constraints.

Sources: Reuters/USA Today, TrendForce inventory and pricing commentary. (1) Data from industry experts as of January 26, 2026.

Deep-Dive (2/5): Memory Market Pricing Dynamics

DRAM Pricing Continued to Accelerate Through Q4 2025 to Multi-Year Highs

DRAM pricing strengthened materially during Q4 2025, with spot prices across both DDR4 and DDR5 increasing significantly versus the prior quarter as supply tightened and AI-related data center demand accelerated. The continued upward trajectory into early 2026 reflects a widening supply-demand imbalance, reinforcing expectations for sustained elevated memory pricing and favorable conditions for secondary market participants.



Source: Bloomberg. Spot price indexed to 100 as of August 2025. Based on daily spot prices.

Deep-Dive (3/5): Implications for Circular Tech

Structural Component Scarcity Shifts Pricing Power to Circular Providers as Secondhand Markets Become the Only Near-Term Supply Release Valve Across Memory and Network Infrastructure

Tight OEM supply of next-gen and elevated pricing are increasing enterprise reliance on refurbished second-gen memory/switches/routers, enabling circular providers to capture pricing power while making sourcing access and execution the primary competitive differentiators.



Tailwinds That This Enables for Circular Tech

- 01 **PRICING POWER**
Elevated new-memory pricing and inconsistent supply allows refurbished and secondary memory to transact at higher price points while remaining economically attractive to buyers.
- 02 **AFTERMARKET EXPANSION**
Customers increasingly favor second-gen memory upgrades, replacements, and redeployment over full platform refreshes, expanding the addressable aftermarket.
- 03 **STRATEGIC RELEVANCE**
Circular tech providers move from opportunistic suppliers to critical partners supporting uptime, capacity expansion, and cost control.



Implications for Data Center Refresh Cycles

- 01 **REFRESH “BUDGETS” MINDSET**
Large, cash-rich players will reduce volumes decommissioned to keep income constant, strategically keeping assets in inventory.
- 02 **SWITCH TO REDEPLOYMENT**
Many players will choose to take back their assets after decommissioning services are performed as a strategic move.
- 03 **REINVESTMENT OPPORTUNITY**
Smaller data center equipment owners will sell off inventory to benefit from higher prices to fund new capex investments.

Key Takeaways

- OEM capacity expansion requires multi-year investment and does not revert to prior-gen technologies.
- As a result, secondary markets remain the only near-term mechanism to ease supply constraints.
- This dynamic extends beyond memory to networking components (switches, routers, and related infrastructure).
- Circular providers with sourcing scale and execution capabilities are positioned to retain relevance and margin through the cycle.

Unlike prior supply shocks, manufacturers are not reverting technology roadmaps, and capacity expansion timelines remain measured, supporting sustained relevance and pricing power for circular tech providers.

Sources: Reuters/USA Today, TrendForce inventory and pricing commentary.

Deep-Dive (4/5): Competitive Landscape

An Ecosystem Spanning Sourcing, Lifecycle Services, and Specialized Circular Resellers

While demand for circular memory is broad-based, competitive advantage accrues to players with direct access to supply and the ability to test, certify, and redeploy memory at scale.

Infrastructure Lifecycle and Maintenance (TPM)



- Offer maintenance and spare parts to extend the life of installed server/storage fleets.
- Heavy consumers of refurbished memory for break/fix, upgrades, and spares.
- Pull demand through the circular market via service-led models.

Sample Companies



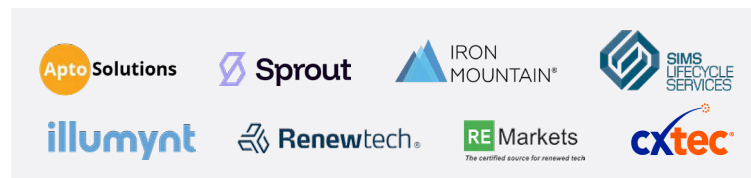
Early view of refresh cycles often includes spare parts management as core service.

ITAD Specialists and Asset Decommissioning



- First point of access to memory takeouts from enterprise and hyperscale data centers.
- Control volume, timing, and initial triage of circular supply.
- Critical upstream gatekeepers in a constrained market.

Sample Companies



ITADs control first access to circular memory supply by connecting directly with end users.

Traders and Memory-Focused Resellers



- Aggregate supply from ITADs and corporates of enterprise quality memory assets.
- Test, grade, certify, and redeploy memory at scale to various customer types.
- Set pricing and availability in secondary markets.

Sample Companies



Execution at scale and sourcing network quality competitive position.

Sources: Reuters/USA Today, TrendForce inventory and pricing commentary. (1) Part of Park Place Technologies.



Deep-Dive (5/5): Outlook for the Circular Memory Market

Structural Supply Shifts and Behavioral Change Support Sustained Relevance of Circular Memory Solutions

Memory markets are expected to remain structurally tight through 2026 as AI-led demand, disciplined manufacturer supply, and slow capacity expansion reinforce elevated pricing and sustained reliance on circular memory solutions.

Market Outlook



SUSTAINED PRICING ENVIRONMENT

- Higher memory prices are passed through final products by OEMs, with laptops seeing a 20%–60% increase, which is a first in the hardware tech industry.
- Memory pricing is expected to remain supported by continued supply discipline and prioritization of higher-value workloads.
- Even where volatility occurs, pricing is likely to reset at structurally higher levels than in prior cycles.

ENDURING SUPPLY–DEMAND IMBALANCE

- AI-led demand continues to absorb a disproportionate share of memory output, limiting availability for traditional enterprise use cases.
- Manufacturing capacity expansion remains capital-intensive and slow to respond, constraining near-term supply relief. Prices are likely to ease gradually over the next two to four years.



Prior Cycle (2019–2020 Networking Equipment)

What Happened	Outcome
• During COVID-19, component shortages drove price increases across networking hardware (e.g., Cisco, Juniper). • As supply chains eased, OEMs responded by ramping production very rapidly and increasing channel inventory.	• Supply quickly normalized and briefly overbalanced demand. • Pricing corrected sharply once inventory returned, hurting the secondhand market.

Current Environment (Memory and Infrastructure Markets)

What Is Different Today	Result
• AI and hyperscaler demand absorbing a growing share of memory/semiconductor output. • Manufacturers prioritizing higher-margin workloads over volume expansion, and capacity additions require multi-year investment cycles.	• Persistent tight supply across memory, servers, and adjacent infrastructure. • Pricing expected to remain structurally higher even with periodic volatility.

Implication for Circular Tech Outlook

Market Impact	Result
• Elevated OEM pricing increases enterprise acceptance of refurbished components. • Shorter refresh cycles expand the pool of secondary assets, and secondary providers act as liquidity buffers during shortages.	• Recurring demand for lifecycle extension and asset reuse. • Improved pricing power and margin durability for circular platforms.

Sources: Industry experts.



Featured Sector News

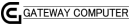
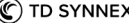
Date	Company	Region	Description	Article Link
December 2025		France	Orange made the circular economy a core part of its environmental strategy by extending the life of devices through repair, refurbishment, reuse, and recycling across its markets. It emphasized rising customer demand for repairable phones and highlighted initiatives like refurbished mobile sales and reusing network cables from the Paris 2024 Games, all supporting its path toward net zero carbon by 2040.	Read More
December 2025		North America	The U.S. Department of Energy announced up to \$134 million in funding to support projects that demonstrated the commercial viability of recovering and refining rare earth elements from mine tailings, e-waste, and other waste streams. This initiative aimed to strengthen domestic mineral supply chains, reduce reliance on foreign sources, and bolster national security through enhanced circular recovery processes.	Read More
November 2025		North America	eBay used its venture arm to back startups advancing recommerce, sustainability, and next-gen commerce technology, helping it modernize its marketplace appeal among millennials and Gen Z. These investments allowed eBay to move faster on innovation, embrace circular models, and reframe itself as a tech-forward, recommerce-first platform.	Read More
November 2025		United Kingdom	Dyson partnered with Raylo to launch a subscription-based model offering refurbished Dyson Renewed devices, putting circularity at the center of its consumer electronics strategy. This collaboration opened a new sustainability-driven channel for Dyson while aligning with the EU's broader push to accelerate recycling and enforce circular business models across electronics.	Read More
November 2025		Europe	Vinted surpassed €10 billion in GMV in 2025, driven by roughly 40% year-over-year growth and a strategic expansion beyond fashion into electronics, books, toys, and more. The company strengthened its foothold in key markets like Germany and prepared for U.S. expansion, reinforcing its position as Europe's leading recommerce platform.	Read More
November 2025		North America	Cisco achieved 100% circular design integration across all new products and packaging, embedding 25 circular design principles into hardware and supply-chain processes. This milestone reduced waste, extended product lifecycles, and earned the company the 2025 Reuters Global Sustainability Award for Circularity.	Read More
October 2025		Europe	MediaMarkt launched its own MediaMarkt Refurbished label across the Benelux region, covering the full chain of device trade-in, refurbishment, and resale. After successful pilots, the retailer expanded into categories like MacBooks, tablets, PlayStations, and wearables, aiming to remove consumer barriers around quality and availability while strengthening its circular-economy focus.	Read More

Sources: Company websites and press releases.

Key Transaction Multiples

Circular Tech: ITAM/ITAD

ITAM/ITAD

Date	Jan-26	Nov-25	Oct-25	Oct-25	Sep-25	Sep-25	Aug-25	Jul-25	Jun-25	Apr-25	Apr-25	Apr-25
EV (\$M)	338	n/d	n/d	n/d	n/d	n/d	86	n/d	n/d	CONF	n/d	n/d
EBITDA (\$M)	25	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	CONF	n/d	n/d
EBITDA Margin (%)	27%	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	CONF	n/d	n/d
■ EV/EBITDA EV/EBITDA Median: 10.4x	13.5x	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	CONF	n/d	n/d
Target	TRG											
Target Country												
Target Description	Provider of managed lifecycle services for enterprise endpoints.	Supplier of refurbished computer equipment.	Major Australian ITAD and lifecycle management provider.	Provider of bilingual IT support services and infrastructure solutions.	Provider of secure ITAD services.	Provider of software and IT asset management services.	Provider of IT infrastructure and lifecycle management.	Operator of a retail network for the trade of secondhand products.	Online retailer of used and refurbished mobiles and tablets.	Provider of wireless network infrastructure solutions.	Provider of ITAD and systems consulting.	Provider of electronics recycling and secure ITAD services.
Acquirer												
Acquirer Country												
Houlihan Lokey Transactions												

Sources: S&P Capital IQ, Mergermarket, and PitchBook Data as of January 7, 2026. All EV and EBITDA values were sourced in local currency where applicable and, for presentation purposes, converted to USD using the historical FX rate.

Notes: 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. Additionally, the median calculations contain internal market insights on several of the transactions with undisclosed metrics.

Key Transaction Multiples

Circular Tech: ITAM/ITAD (cont.)

ITAM/ITAD

Date	Mar-25	Mar-25	Feb-25	Feb-25	Feb-25	Feb-25	Jan-25	Oct-24	Oct-24	Oct-24	Oct-24	Sep-24
EV (\$M)	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	34	n/d
EBITDA (\$M)	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	5	n/d
EBITDA Margin (%)	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	n/d	3%	n/d
■ EV/EBITDA EV/EBITDA Median: 10.4x												
	n/d	n/d	7.3x	n/d	n/d	n/d	13.2x	n/d	n/d	n/d	7.4x	n/d
Target												
Target Country												
Target Description	Provider of refurbished products and recommerce platform.	Provider of refurbished IT and recommerce.	Provider of cloud-based software for digital leasing agreements.	Provider of secure IT asset recycling and reuse services.	Reseller of refurbished IT equipment.	Provider of recycling services for redundant IT equipment.	Provider of software-powered IT asset lifecycle management.	Distributor of wireless devices and accessories.	Provider of electronics repair and device lifecycle services.	Provider of hardware recycling, data wiping, and buyouts.	Provider of recommerce and circular tech solutions.	Provider of secure data disposition and IT asset services.
Acquirer												
Acquirer Country												
Houlihan Lokey Transactions												

Sources: S&P Capital IQ, Mergermarket, and PitchBook Data as of January 7, 2026. 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	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)	CONF	56	CONF	CONF	CONF	205	CONF	CONF	CONF	n/d	CONF	CONF
EBITDA (\$M)	CONF	9	CONF	CONF	CONF	27	CONF	CONF	CONF	n/d	CONF	CONF
EBITDA Margin (%)	CONF	n/d	CONF	CONF	CONF	27%	CONF	CONF	CONF	n/d	CONF	CONF
■ EV/EBITDA EV/EBITDA Median: 10.4x												
	CONF	6.2x	CONF	CONF	CONF	7.6x	CONF	CONF	CONF	n/d	CONF	CONF
Target												
Target Country												
Target Description	Provider of mobile device rental and leasing services.	Provider of IT/tech lifecycle management solutions and services.	Provider of specialized asset recovery services.	Provider of educational technology devices via 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 January 7, 2026. 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-19	Aug-19	Jul-19	May-19	Sep-18	Jun-18
EV (\$M)	1,029	912	472	CONF	CONF	506	CONF	535	449	CONF	79	CONF
EBITDA (\$M)	51	76	30	CONF	CONF	34	CONF	54	35	CONF	7	CONF
EBITDA Margin (%)	n/d	n/d	16%	CONF	CONF	4%	CONF	3%	16%	CONF	30%	CONF
■ EV/EBITDA EV/EBITDA Median: 10.4x	20.2x	12.0x	15.7x			14.9x		9.9x	12.8x		11.3x	
Target												
Target Country												
Target Description	Provider of IT/tech lifecycle management solutions.	Provider of IT/tech lifecycle management solutions.	Provider of services in IT, infosec, and multi-cloud solutions.	Provider of IT asset refurbishment and replacement services.	Operator of an online marketplace.	Online retailer of technology products.	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 services and lifecycle management services.
Acquirer												
Acquirer Country												
Houlihan Lokey Transactions												

Sources: S&P Capital IQ, Mergermarket, and PitchBook Data as of January 7, 2026. All EV and EBITDA values were sourced in local currency where applicable and, for presentation purposes, converted to USD using the historical FX rate.

Notes: 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. Additionally, the median calculations contain internal market insights on several of the transactions with undisclosed metrics.

Key Transaction Multiples

Circular Tech: IT Distribution

IT Distribution

Date	Apr-25	Jul-24	Apr-22	Jan-22	Dec-20	Nov-19	Dec-18	Jul-18
EV (\$M)	42	n/d	229	CONF	6,683	5,081	66	CONF
EBITDA (\$M)	4	n/d	34	CONF	928	593	14	CONF
EBITDA Margin (%)	2%	n/d	2%	CONF	2%	2%	1%	CONF
■ EV/EBITDA EV/EBITDA Median: 6.8x	9.6x	n/d	6.5x	CONF	7.2x	8.6x	4.6x	CONF
Target		 (1)					Vicis New Investments (Formerly ABC Data)	
Target Country								
Target Description	Wholesaler and distributor of computer peripherals, accessories, and other multimedia products.	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 June 30, 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.

Notes: 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. Additionally, the median calculations contain internal market insights on several of the transactions with undisclosed metrics.

(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 or purely focused circular tech players. We consider the selected peer groups the best proxies for a still-nascent industry. The relatively large valuation gap between these peer groups stems from ITAM/ITAD players offering comprehensive and value-added services to customers. In contrast, 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.

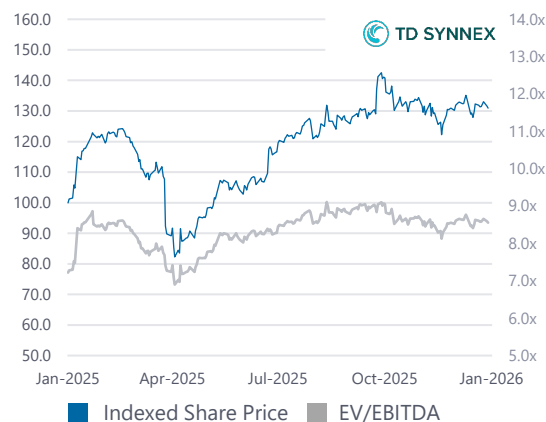
- Facilitates the distribution of IT hardware and software devices.
- Acts as a crucial link between manufacturers and end users, streamlining the supply chain.
- Offers a wide range of products, services, and support to meet diverse technological needs.



Latest Business Performance and Market Updates

VARs and IT Distributors Post Resilient Earnings Amid Mixed Segment Dynamics and Cautious Spending Signals

- TD SYNEX Q4 sales and EBIT-equivalent performance totaled \$17.4B in revenue, and non-GAAP diluted EPS of \$3.83, representing YoY growth of 9.7% and 24.0%, respectively. Q4 revenue and earnings came in above consensus, with revenue exceeding expectations by roughly \$500M and EPS surpassing consensus of \$3.68.
- Sales in the services and software/cloud-related categories contributed meaningfully to Q4 results, reflected in non-GAAP gross billings of \$24.3B, up 14.7% YoY.
- The stock is trading at 8.5x EV/EBITDA, which is roughly in line with historical averages.



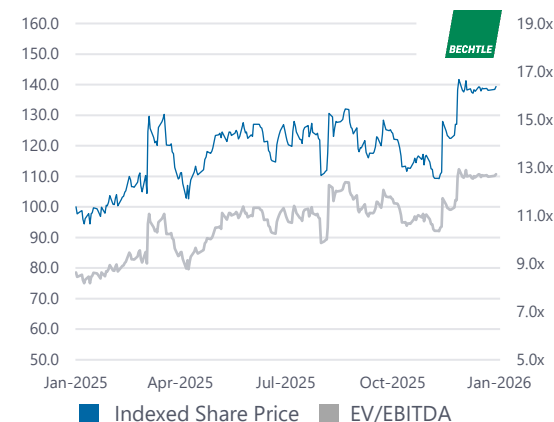
- Insight Enterprises reported Q4 net sales down 1% YoY and full-year net sales down 5%.
- Despite the revenue decline, diluted EPS of \$1.67 increased 69% YoY in Q4. Gross profit rose 9% YoY to \$478.4 million, driving a 220bps expansion in gross margin to 23.4% for the quarter.
- Services was the fastest-growing segment, with revenue up 11% YoY, while product and software revenue declined 4% and 18%, respectively.
- The stock trades at 7.0x EV/EBITDA, below its historical average.



- CDW's Q4 sales and non-GAAP net income per diluted share totaled \$5.5B and \$2.57, representing YoY growth of 6.3% and 3.8%, respectively. Q4 revenue and earnings came in above consensus, with revenue exceeding expectations by roughly \$200M and EPS surpassing consensus of \$2.44.
- Sales across hardware, software, and services continue to drive strong gross profit growth and margins across the business.
- The stock is trading at 11.7x EV/EBITDA, which is roughly in line with historical averages.



- Bechtel AG Q4 business volume and sales are expected to total €2.4B in business volume and €1.9B, representing YoY growth of 4.9% and 3.4%, respectively.
- Sales in the services categories are expected to contribute meaningfully to Q4 results, reflected in EBT margins expected to rise to 6.7%, representing a YoY growth of 118bps.
- The stock is trading at 12.7x EV/EBITDA, which is higher than historical averages.



Sources: S&P Capital IQ, investment research reports. Trading multiples are based on share price, other market data, and broker consensus future-earnings estimates from S&P Capital IQ as of December 30, 2025.

Notes: Share prices from January 2, 2025, to December 30, 2025. Graphs reflect daily total return (%).

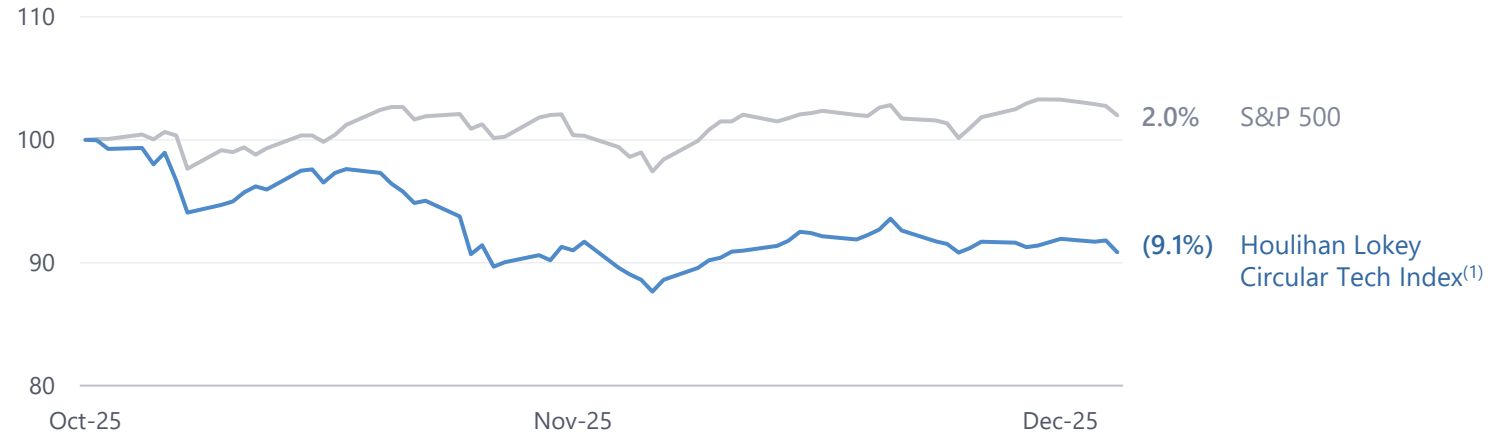
Equity Market Index Performance

Circular Tech

LTM December 2025 Performance



October 2025 to December 2025 Performance



Key Takeaways

- As of December 2025, the Houlihan Lokey Circular Tech Index increased by 0.8% over the LTM, underperforming the S&P 500 by 15.9%. However, Q4 revealed strong operational momentum, laying the groundwork for a potential rebound in stock performance.
- ASBIS posted the most substantial Q4 return at +21.3%, followed by Bechtle (+11.3%), AB SA (+11.1%), Atea (+9.7%), and Computacenter (+9.0%). Dustin and Cancom achieved small share price gains in Q4, at +6.8% and +1.9%, respectively.
- Most companies in the index reported negative Q4 returns, including Insight Enterprises (-28.1%), Kontron (-16.7%), CDW Corp. (-14.5%), ALSO (-10.8%), Arrow Electronics (-8.9%), TD Synnex (-8.3%), Avnet (8.0%), Econocom (-6.8%), and Ingram Micro (-0.7%).
- Dustin (-56.4%), Insight Enterprises (-45.5%), CDW Corp. (-21.8%), and Econocom (-14.2%) were among the weakest LTM performers. ASBIS (+77.3%), Bechtle (+42.7%), Computacenter (+37.0%), and TD Synnex (+27.4%) delivered the strongest returns over the LTM.

Source: S&P Capital IQ.
Notes: Data as of December 31, 2025. All share prices are rebased to 100.
(1) The Houlihan Lokey Circular Tech Index consists of a diversified set of companies in the circular tech sector. For a complete list, see pages 27-28.

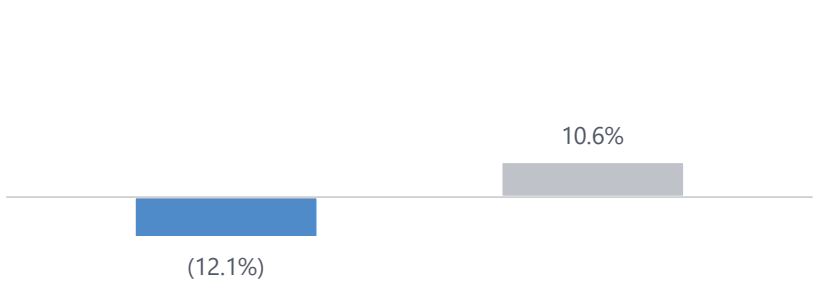
Equity Market Index Performance

Circular Tech: ITAM/ITAD and IT Distribution Companies

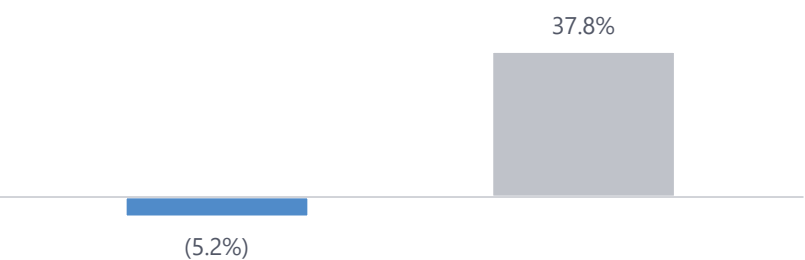
LTM December 2025 Performance by Subsector



YTD Performance



Three-Year Performance



Key Takeaways

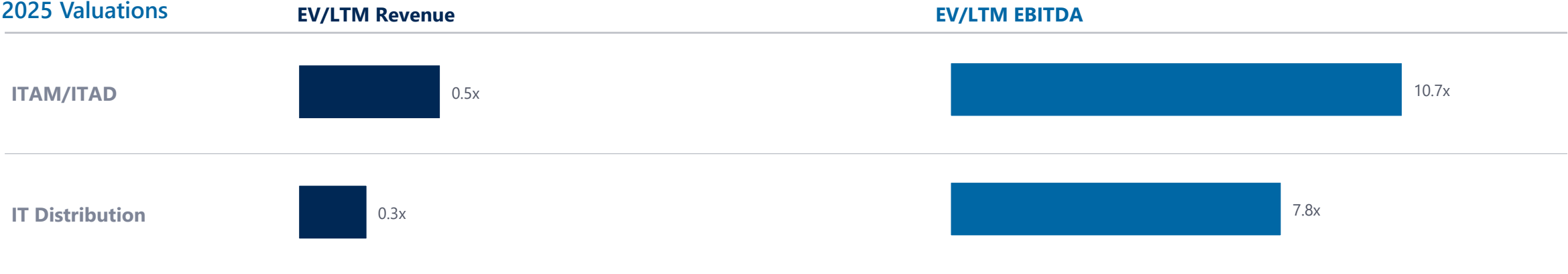
- During the LTM, the ITAM/ITAD peer group declined by 12.1%, while the IT distribution peer group gained 10.6%. Both underperformed the S&P 500, which gained 16.7%. Over the three-year period, ITAM/ITAD returned -5.2%, and IT distribution gained 37.8%.
- While the valuation gap between the IT distribution and ITAM/ITAD peer groups widened over the LTM period, ITAM/ITAD is positioned for a recovery as hardware refresh and cloud-driven lifecycle needs accelerate, and the segment is set to profit from durable structural tailwinds:
 - Rising demand for secure decommissioning.
 - Refurbishment and reuse.
 - Stronger recurring-revenue models.
 - Regulatory/compliance-driven spend.
 - Attractive M&A consolidation opportunities.

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

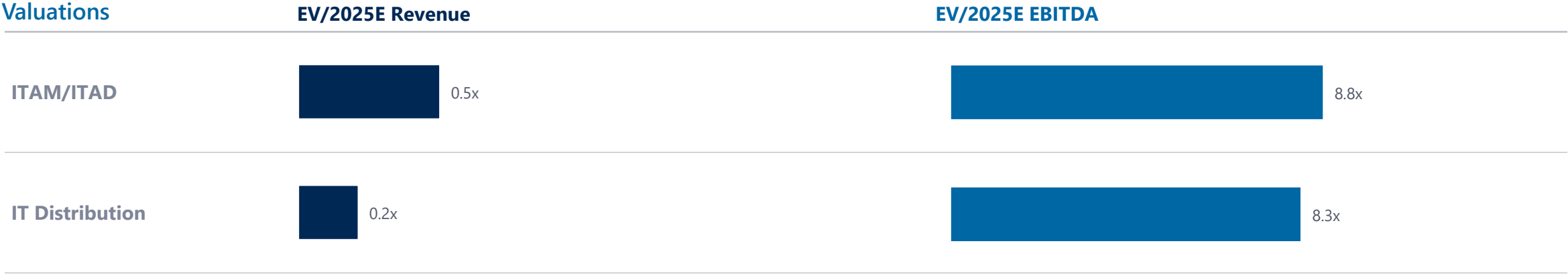
Public Company Valuations

Circular Tech: ITAM/ITAD and IT Distribution Companies

LTM December
2025 Valuations



2025E
Valuations



Source: S&P Capital IQ.
 Notes: Data as of December 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 December 31, 2025.

Public Company Valuations Comparables (LTM December 2025)

Circular Tech: ITAM/ITAD and IT Distribution Companies

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

(\$ in Millions, Except Per-Share Prices)					LTM					TEV/		
As of 12/31/25		Market Cap USDm	EV USDm	Net Debt USDm	Net Debt/LTM EBITDA	Revenue USDm	EBITDA USDm	EBITDA Margin	EPS	Forward P/E	LTM EBITDA	LTM Revenue
ITAM/ITAD	CDW Corporation	\$17,732.4	\$23,368.1	\$5,506.9	2.7x	\$22,099.1	\$2,029.4	9.2%	\$7.9	13.3x	11.5x	1.1x
	Bechtle AG	6,462.0	6,731.7	266.6	0.5x	7,453.6	527.3	7.1%	2.0	20.9x	12.8x	0.9x
	Computacenter plc	4,135.8	3,992.9	(158.1)	N/M	10,754.6	429.4	4.0%	2.0	16.7x	9.3x	0.4x
	Insight Enterprises, Inc.	2,523.9	3,609.8	1,085.9	2.1x	8,271.5	520.3	6.3%	4.2	8.1x	6.9x	0.4x
	Kontron AG	1,644.5	2,080.8	415.0	2.9x	2,001.2	141.5	7.1%	2.5	11.0x	14.7x	1.0x
	Atea ASA	1,744.3	1,948.7	206.3	1.0x	3,678.3	197.1	5.4%	0.7	15.1x	9.9x	0.5x
	Cancom SE	953.4	1,127.5	173.6	2.1x	2,003.8	81.0	4.0%	0.6	20.3x	13.9x	0.6x
	Econocom Group SE	323.2	672.5	301.6	2.0x	3,325.2	152.3	4.6%	0.3	4.4x	4.4x	0.2x
	Dustin Group AB	265.1	524.5	252.3	N/M	2,153.7	(222.6)	N/M	(0.3)	12.9x	N/M	0.2x
Median				2.1x	\$3,678.3	\$197.1	5.8%	\$2.0	13.3x	10.7x	0.5x	
Mean				\$894.5	1.9x	\$6,860.1	\$428.4	5.9%	\$2.2	13.6x	10.4x	0.6x
IT Distribution	TD SYNnex Corp.	\$12,234.4	\$16,036.3	\$2,175.1	1.2x	\$62,508.1	\$1,836.3	2.9%	\$10.0	10.7x	8.7x	0.3x
	Arrow Electronics, Inc.	\$5,675.5	\$8,666.3	\$2,915.9	2.6x	\$29,389.4	\$1,105.3	3.8%	\$9.1	9.7x	7.8x	0.3x
	Ingram Micro Holding Corp.	5,016.5	8,485.7	2,992.7	2.3x	51,023.2	1,296.4	2.5%	1.2	6.8x	6.5x	0.2x
	Avnet, Inc.	3,910.3	6,933.9	2,809.8	3.6x	22,495.2	781.8	3.5%	2.7	9.7x	8.9x	0.3x
	ALSO Holding AG	3,322.0	3,606.2	281.5	0.9x	13,098.0	302.8	2.3%	10.9	17.4x	11.9x	0.3x
	ASBISc Enterprises Plc	507.8	746.9	236.3	2.2x	3,542.1	107.5	3.0%	1.0	8.2x	7.0x	0.2x
	AB S.A.	473.6	488.8	15.1	0.2x	4,126.5	80.7	2.0%	3.0	9.3x	6.1x	0.1x
Median				\$2,175.1	2.2x	\$22,495.2	\$781.8	2.9%	\$3.0	9.7x	7.8x	0.3x
Mean				\$1,632.3	1.9x	\$26,597.5	\$787.3	2.9%	\$5.4	10.3x	8.1x	0.2x
Overall Median				\$291.5	2.1x	\$7,862.6	\$366.1	4.0%	\$2.3	10.8x	8.9x	0.3x
Overall Mean				\$1,217.3	1.9x	\$15,495.2	\$585.4	4.5%	\$3.6	12.2x	9.4x	0.4x

Source: S&P Capital IQ.

Note: Data as of December 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 December 31, 2025.

Public Company Valuations Comparables (2025E)

Circular Tech: ITAM/ITAD and IT Distribution Companies

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

		Net Debt/2024	EV/Revenue		EV/EBITDA		P/E		2023-25E CAGR		EBITDA Margin		Forward P/E	
As of 12/31/25		EBITDA	2024	2025E	2024	2025E	2024	2025E	Revenue	EBITDA	2024	2025E	2024	2025E
ITAM/ITAD	CDW Corporation	2.8x	1.1x	1.1x	11.6x	11.3x	17.1x	13.8x	2.0%	0.3%	9.6%	9.3%	13.9x	13.3x
	Bechtle AG	0.5x	1.0x	0.9x	13.7x	11.9x	25.4x	23.9x	3.3%	1.5%	7.5%	7.5%	24.4x	20.9x
	Computacenter plc	N/M	0.5x	0.4x	10.3x	8.9x	20.6x	17.7x	9.9%	2.7%	4.4%	4.2%	17.5x	16.7x
	Insight Enterprises, Inc.	2.0x	0.4x	0.4x	6.7x	6.8x	12.4x	8.4x	(5.0%)	0.8%	6.2%	6.4%	8.3x	8.1x
	Kontron AG	2.1x	1.2x	1.0x	10.5x	7.0x	18.7x	10.7x	20.0%	63.4%	11.0%	14.9%	14.3x	11.0x
	Atea ASA	1.3x	0.6x	0.5x	12.0x	8.5x	25.9x	16.4x	3.9%	12.0%	5.3%	6.2%	19.1x	15.1x
	Cancom SE	1.8x	0.6x	0.6x	11.4x	8.9x	30.5x	30.1x	9.4%	11.5%	5.5%	6.3%	21.9x	20.3x
	Econocom Group SE	2.2x	0.2x	0.2x	4.9x	3.8x	8.3x	4.4x	8.5%	8.8%	4.8%	5.1%	4.4x	4.4x
	Dustin Group AB	4.8x	0.3x	0.2x	9.9x	8.8x	N/M	N/M	1.0%	(17.1%)	2.8%	2.7%	3.8x	12.9x
Median		2.1x	0.6x	0.5x	10.5x	8.8x	19.7x	15.1x	3.9%	2.7%	5.5%	6.3%	14.3x	13.3x
Mean		2.2x	0.7x	0.6x	10.1x	8.4x	19.9x	15.7x	5.9%	9.3%	6.3%	6.9%	14.2x	13.6x
IT Distribution	TD SYNNEX Corp.	1.2x	0.3x	0.3x	8.9x	8.5x	15.1x	10.4x	3.8%	1.0%	3.1%	3.0%	12.2x	10.7x
	Arrow Electronics, Inc.	2.4x	0.3x	0.3x	7.1x	8.3x	15.1x	10.8x	(4.4%)	(22.5%)	4.4%	3.4%	10.4x	9.7x
	Ingram Micro Holding Corp.	2.8x	0.2x	0.2x	6.9x	6.5x	18.1x	7.5x	3.9%	0.3%	2.5%	2.5%	6.9x	6.8x
	Avnet, Inc.	3.3x	0.3x	0.3x	7.6x	10.1x	13.6x	14.0x	(5.5%)	(26.7%)	4.1%	3.0%	11.1x	9.7x
	ALSO Holding AG	1.2x	0.4x	0.2x	15.4x	9.7x	27.9x	19.1x	20.9%	14.7%	2.4%	2.3%	18.1x	17.4x
	ASBISc Enterprises Plc	2.3x	0.2x	0.2x	7.3x	6.6x	9.3x	9.3x	10.5%	(3.1%)	3.4%	3.0%	8.6x	8.2x
	AB S.A.	0.2x	0.1x	0.1x	6.6x	5.9x	11.4x	9.6x	2.0%	2.0%	2.0%	1.9%	9.9x	9.3x
Median		2.3x	0.3x	0.2x	7.3x	8.3x	15.1x	10.4x	3.8%	0.3%	3.1%	3.0%	10.4x	9.7x
Mean		1.9x	0.3x	0.2x	8.6x	7.9x	15.8x	11.5x	4.5%	(4.9%)	3.1%	2.8%	11.0x	10.3x
Overall Median		2.1x	0.3x	0.3x	9.4x	8.5x	17.1x	10.8x	3.9%	1.3%	4.4%	3.8%	11.6x	10.8x
Overall Mean		2.1x	0.5x	0.4x	9.4x	8.2x	18.0x	13.7x	5.3%	3.1%	4.9%	5.1%	12.8x	12.2x

Source: S&P Capital IQ.

Note: Data as of December 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 December 31, 2025.

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