



# ***SWORD***

***UPGRADE YOUR BUSINESS***

## **YTD 2021 (30/09) PRESENTATION**

December 2021

# Group's Management Team

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# Organisation | Management Team

## CEO



**Dave Bruce**



**Dieter Rogiers**



**Nick Scully**



**Jacques Mottard**



**Phil Norgate**  
M&A Advisor

## COO



UK



TEXAS



BELUX



GREECE



RISK



COMPLIANCE



MIDDLE EAST  
&  
INDIA



SWITZER-  
LAND



**Kevin Moreton**



**Craig Swinburn**



**Michel Bonvoisin**



**Gregory Carayannis**



**Keith Ricketts**



**Matt Sharpe**



**Nasser Hammoud**



**Guillaume Mottard**



**Olivier Perrotey**

## CFO



**Frédéric Goose**  
Group CFO



**Lalitha Balakrishnan**  
India



**Laurence Blanc**  
Consolidation



**Philippe Blanche**  
BeLux & Greece



**Stéphanie Desmaris**  
Head of Communication



**Becky Marsland**  
Software



**Olga Slamenkaite**  
UK Services



**Patrick Zbinden**  
Switzerland & ME

# **Group's Offer**

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# Group's Offer | Software & IT Services

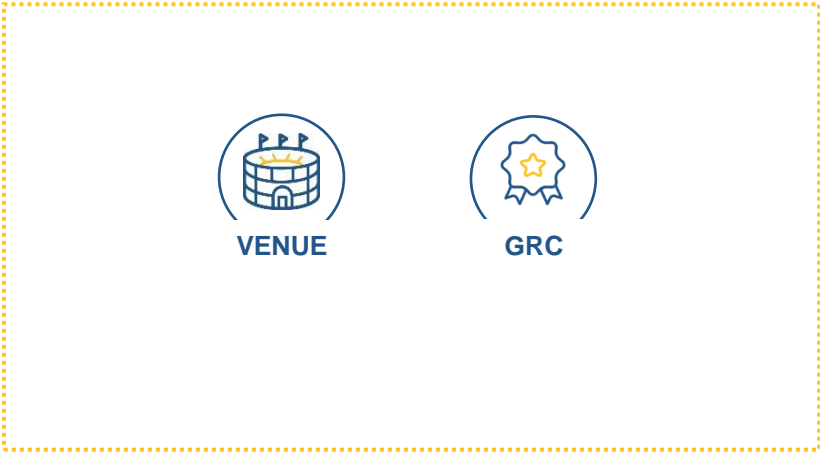
## SERVICES

Creating Value through technology & improvement



## SOFTWARE

Adding Value through innovative software solutions



## DIGITAL PERFORMANCE

Skills & expertise, to accelerate your digital transformation.



## DATA OPTIMISATION

Making Data Work Smarter



Health



Luxury Industry



Aerospace & Defence



Sport



Energy



Finance



Transportation



Government








International Orgs



Construction

# Leadership

- GRC #1 in Risk Management worldwide  Software
- UK #1 in Oil & Gas sector in Scotland  Services
- BELUX #1 in new contracts with the EU  Services
- Switzerland #3 IT Services company in French-speaking Switzerland  Services
- Middle East & India Reach 5 Continents from 2 Offshore platforms  Services

 A Fully Global Company

## HIGHLIGHTS



### 4 Offices:

Kuala Lumpur, London, Melbourne, Washington



**#1** in **Project Risk Management** Worldwide

## 2021 TRENDS



**€20m+**  
Revenue



**+20%+**  
Organic Growth at constant  
perimeter and constant exchange  
rates



**27%+**  
EBITDA Margin

# GOVERNANCE RISK & COMPLIANCE



# HIGHLIGHTS



## 7 Offices:

Aberdeen, Edinburgh, Glasgow, Houston, London, Perth, Staines



**#1** in the **Oil & Gas Sector** in Scotland

## 2021 TRENDS



**€75.0m+**

Revenue



**+18.0%**

Organic Growth at constant perimeter and constant exchange rates



**13.0%**

EBITDA Margin

# UK



## HIGHLIGHTS



**4 Offices:**  
Athens, Barcelona, Brussels, Luxembourg



**Top player** in application services and communication services at the **European Institutions**

## 2021 TRENDS



**€58.0m+**  
Revenue



**+20.0%**  
Organic Growth at constant perimeter and constant exchange rates



**9.0%**  
EBITDA Margin

# BELUX-GREECE & TIPIK



## HIGHLIGHTS



### 6 Offices:

Freiburg, Geneva, Lausanne, Montreal, Nyon, Sion



**Top 3** in IT outsourcing companies in CH landscape

**#1** in Public Sector, Luxury and Int. Org.

## 2021 TRENDS



**€38.0m+**

Revenue

| €46.0m with AiM



**+25.0%**

Organic Growth  
at constant perimeter  
and constant exchange rates

| +54% with AiM



**10.0%**

EBITDA Margin

# SWITZERLAND



## HIGHLIGHTS



**4 Offices:**  
Beirut, Chennai, Dubai, New-York



Middle East & India **Reach 5 Continents**

## 2021 TRENDS



**€11.0m+**  
Revenue



**10.0%**  
Organic Growth at constant  
perimeter and constant exchange  
rates



**20.0%+**  
EBITDA Margin

# OFFSHORE GLOBAL SERVICES CENTERS & MIDDLE EAST

# **Q3 & YTD (30/09) 2021 Figures**

## Q3 2021 | Key Figures

**+23.0%**  
Organic Growth  
at constant perimeter  
and  
constant exchange rates



**€55.9m**  
Consolidated  
Revenue  
**€51.4m**  
Revenue  
at constant  
perimeter

**13.4%**  
EBITDA margin  
at constant perimeter



# **YTD 2021 (30/09) Figures**

# YTD 2021 (30/09) | Key Figures

**+21.6%**  
Organic Growth  
at constant perimeter  
and  
constant exchange rates



**€154.9m**  
Consolidated  
Revenue  
**€150.4m**  
Revenue  
at constant perimeter

**13.3%**  
EBITDA margin  
at constant perimeter

## YTD 2021 (30/09) | Consolidated Breakdown

€m (*)	Group Consolidated	Software	IT Services
Consolidated Revenue	<b>154.9</b> <sup>(i)</sup>	14.7	140.2
Consolidated EBITDA	<b>20.3</b>	3.5	17.1
EBITDA Margin	<b>13.1%</b>	24.1%	12.2%
Organic Growth at constant perimeter & constant exchange rate <sup>(i)</sup>	<b>+21.6%</b>	+26.4%	+21.1%

<sup>(i)</sup> Organic Growth at constant perimeter (AiM excluded). Revenue: €150.4m - EBITDA margin +13.3%

<sup>(\*)</sup> Percentages and amounts are calculated from figures in €k.

## YTD 2021 (30/09) | Breakdown

€m (*)	YTD 2021 (30/09)		
	Consolidated Revenue	Consolidated EBITDA Margin	Organic Growth <sup>(i)</sup>
Governance Risk & Comp.	14.7	24.1%	+26.4%
<b>SOFTWARE</b>	<b>14.7</b>	<b>24.1%</b>	<b>+26.4%</b>
BeLux - Greece - Spain	44.7	9.1%	+25.5%
Switzerland - Canada	31.6	8.6%	+23.7%
UK - US	56.2	14.7%	+18.4%
Others	7.7	28.6%	+9.1%
<b>IT Services</b>	<b>140.2</b>	<b>12.2%</b>	<b>+21.1%</b>
<b>TOTAL</b>	<b>154.9 <sup>(i)</sup></b>	<b>13.1%</b>	<b>+21.6 %</b>

<sup>(i)</sup> Organic Growth at constant perimeter (AiM excluded). Revenue: €150.4m - EBITDA Margin: 13.3%

(\*) Percentages and amounts are calculated from figures in €k.

# YTD 2021 (30/09) | Breakdown

€m (*)				
	YTD Organic Growth <sup>(i)</sup>	Q3 Organic Growth <sup>(i)</sup>	Q2 Organic Growth	Q1 Organic Growth
Governance Risk & Comp.	+26.4%	+29.3%	+26.6%	+22.8%
<b>SOFTWARE</b>	<b>+26.4%</b>	<b>+29.3%</b>	<b>+26.6%</b>	<b>+22.8%</b>
BeLux - Greece - Spain	+25.5%	+34.9%	+25.3%	+16.5%
Switzerland - Canada	+23.7%	+10.2%	+39.4%	+20.8%
UK - US	+18.4%	+20.1%	+19.9%	+15.1%
Others	+9.1%	+11.2%	+3.0%	+12.5%
<b>IT Services</b>	<b>+21.1%</b>	<b>+22.3%</b>	<b>+24.5%</b>	<b>+16.4%</b>
<b>TOTAL</b>	<b>21.6%</b>	<b>+23.0%</b>	<b>+24.7%</b>	<b>+17.0%</b>

(i) Organic Growth at constant perimeter (AiM excluded)

(\*) Percentages and amounts are calculated from figures in €k.



# YTD - Q3 2021 | Breakdown

€m (*)	EBITDA Margin AiM excluded (i)	
	YTD	Q3
Governance Risk & Comp.	24.1%	27.6%
<b>SOFTWARE</b>	<b>24.1%</b>	<b>27.6%</b>
BeLux - Greece - Spain	9.1%	9.2%
Switzerland - Canada	9.0%	9.2%
UK - US	14.7%	14.9%
Others	28.6%	28.7%
<b>IT Services</b>	<b>12.4%</b>	<b>12.6%</b>
<b>TOTAL</b>	<b>13.3%</b>	<b>13.4 %</b>

(i) With AiM - EBITDA margin (Switzerland) Q3: 8.3% - YTD: 8.6%

(\*) Percentages and amounts are calculated from figures in €k.

## YTD 2021 | Net Cash Position <sup>(i)</sup>



30/09/2021

Net Cash Position: €43.2m <sup>(ii)</sup>

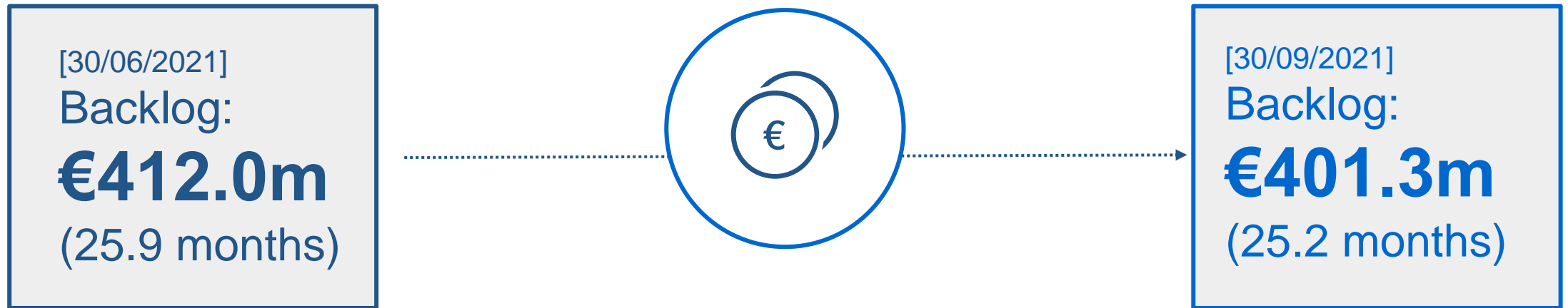


30/06/2021

Net Cash Position : €57.2m

<sup>(i)</sup> Former standard

<sup>(ii)</sup> Cash spent on acquisitions in Q3: €6.3m | Increase in WCR in Q3: €7.8m



- GRC Quadrant
- Acquisition of AiM
- Start of business in the US
- Spain: EUIPO
- R&D on track

# 2021-2024 Business Plan

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# 2021-2024 | Business Plan

€m Revenue   EBITDA		2021	2022	2023	2024	Extrapolation to 2025 (+10%)	2025 objectives per division (**)
SOFTWARE	GRC	18.6	20.8	23.3	26.1	28.7	36.0   12.8 <sup>(i)</sup>
SERVICES	BELUX	56.1	62.8	72.4	81.8	90.0	100.0   9.0 <sup>(i)</sup>
	GREECE						
	SWITZERLAND	35.4	39.6	44.4	49.7	54.7	56.0   6.8 <sup>(i)</sup>
	CANADA						
	UK	69.5	79.0	85.8	93.2	102.5	120.0   16.8 <sup>(i)</sup>
	US (Texas)						
	OTHERS (*)	11.7	12.9	14.2	16.6	18.2	20.0   3.9 <sup>(i)</sup>
TOTAL		191.3	215.1	240.1	267.4	293.8   38.2 <sup>(i)</sup>	332.0   49.3 <sup>(i)</sup>

(\*) Middle-East / India / NYC

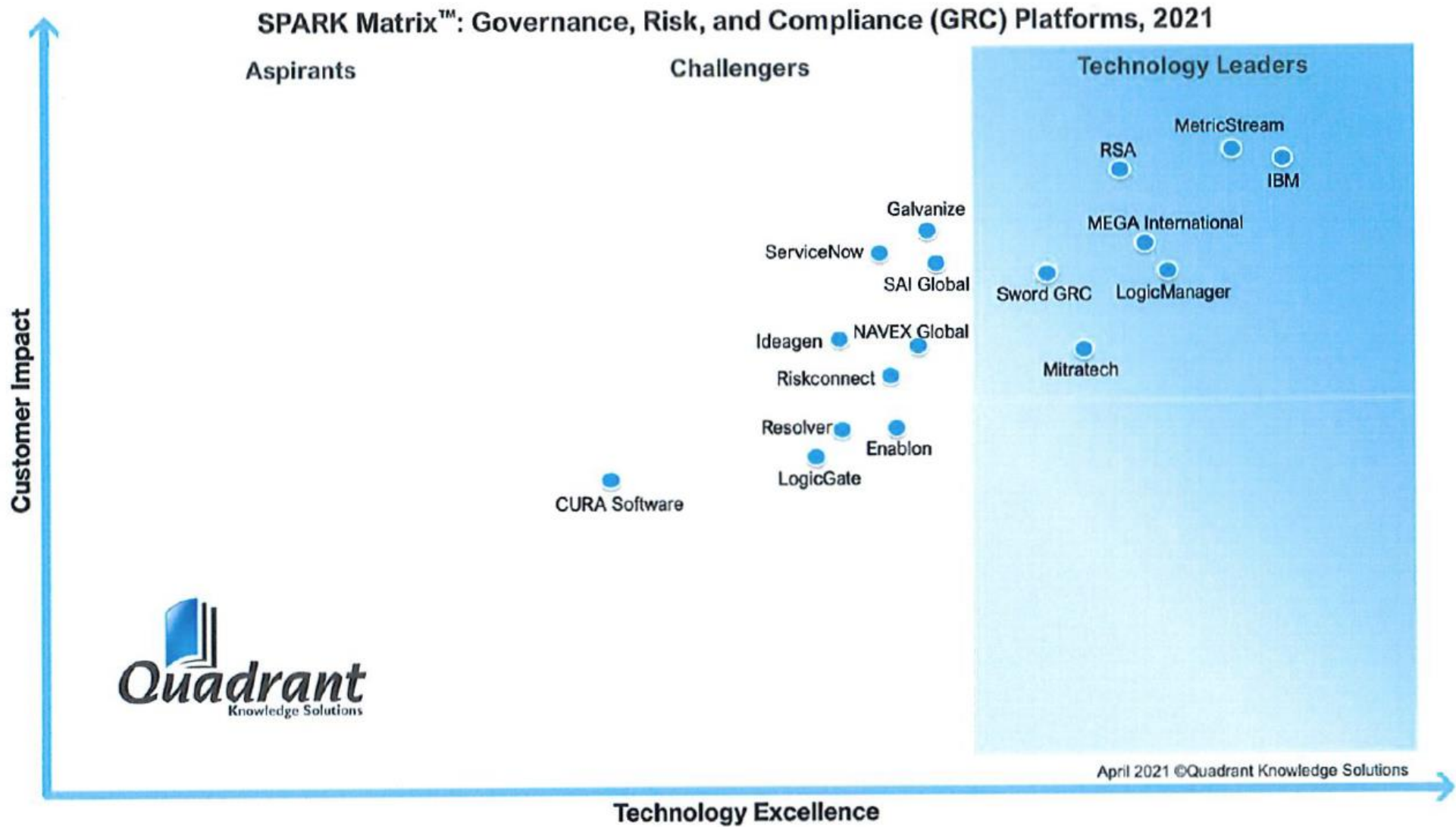
(\*\*) These objectives take into account several boosters (eg. R&D) but not the risks we may face over this period.  
They should not be considered as a commitment to the market

<sup>(i)</sup> EBITDA

# Appendices

# Competition

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# Notations & Certifications | ISO



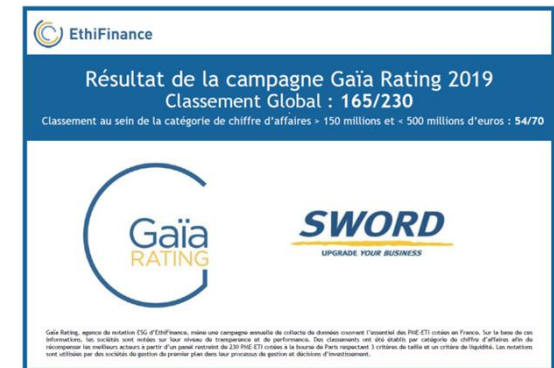


Global Compact  
(UN): 2011

## Sword Group

ecovadis

Environment, Fair  
labor, Human rights,  
ethics & sustainable  
procurement



# Certifications



Dieter Rogiers



## Belgium | Tipik



**Project & Quality**  
**ISO 9001: 2015**

Expiry in 2023

## Greece



**Security**  
**ISO 27001: 2013**

Expiry in 2024



**Project & Quality**  
**ISO 9001: 2015**

Expiry in 2024



**Information & Technology**  
**ISO 20000-1: 2018**

Expiry in 2023

# Certifications



**Nick Scully**



RISK



COMPLIANCE

## UK Product | GRC



**Security**  
**ISO 27001: 2013**

Expiry in 2023



**Project & Quality**  
**ISO 9001: 2015**

Expiry in 2022

# Certifications



**Dave Bruce**



UK



TEXAS

## UK Services



### Project & Quality ISO 9001: 2015

Expiry in 2022 for Sword IT  
Solutions (BTS/BIS & CRS)

Expiry in 2023 for Codify and VIM  
Expiry in 2024 for AAA

In progress ISO 27001 as part of  
the IT transition project. Deadline  
Q2 2022 (CDY excluded)

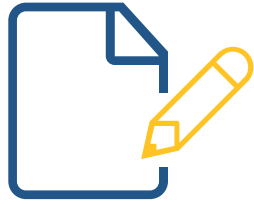
ISO14001 (environmental  
accreditation) in FY22/23 under  
discussion

ISO20000 (Service management)  
in FY22/23 under discussion

# AGENDA

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# Financial Calendar



## **PUBLICATIONS**

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- **25/01/2022**  
2021 Q4 Results
- **09/03/2022**  
FY2021 Results



## **MEETINGS**

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- **10/03/2022**  
SFAF Meeting in Paris | FY2021 Results
- **28/04/2022**  
Annual Shareholders Meeting | 2021

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