DISCLAIMER

Forward-looking statements

This presentation may contain certain forward-looking statements relating to SoftwareONE Holding AG (the ‘Company’) and each of its subsidiaries and affiliates (jointly referred to as ‘SoftwareONE’ or the ‘group’) and its future business, development and economic performance. Such statements may be subject to a number of risks, uncertainties and other important factors, such as but not limited to force majeure, competitive pressures, legislative and regulatory developments, global, macroeconomic and political trends, the group’s ability to attract and retain the employees that are necessary to generate revenues and to manage its businesses, fluctuations in currency exchange rates and general financial market conditions, changes in accounting standards or policies, delay or inability in obtaining approvals from authorities, technical developments, litigation or adverse publicity and news coverage, each of which could cause actual development and results to differ materially from the statements made in this presentation. SoftwareONE assumes no obligation to update or alter forward-looking statements whether as a result of new information, future events or otherwise.

Non-IFRS measures

Certain financial data included in this presentation consists of non-IFRS or adjusted financial measures. These non-IFRS or adjusted financial measures may not be comparable to similarly titled measures presented by other companies, nor should they be construed as an alternative to other financial measures determined in accordance with IFRS. You are cautioned not to place undue reliance on any non-IFRS or adjusted financial measures and ratios included herein. In addition, certain financial information contained herein has not been audited, confirmed or otherwise covered by a report by independent accountants and, as such, actual data could vary, possibly significantly, from the data set forth herein.

In addition, this presentation contains selected financial statement line items and non-IFRS or adjusted financial measures prepared on a proforma basis. The proforma financial information for 2019 has been prepared by aggregating (i) the audited IFRS reported financial information for the financial year 2019 (consisting of twelve months of the group (excluding Comparex AG and its consolidated subsidiaries (‘Comparex’)) and eleven months of Comparex) and (ii) the month of January 2019 of Comparex. The proforma financial information has been prepared by taking into account the group’s acquisition of Comparex as if such acquisition had taken place on 1 January 2018 and has not been audited, reviewed or otherwise verified. Accordingly, such proforma financial information should be treated as merely indicative of the performance of the group as if the acquisition of Comparex had taken place on 1 January 2018 and the group’s actual performance for the relevant period could vary, possibly significantly, from the information set forth in the proforma financial information.
TODAY’S SPEAKERS

Dieter Schlosser
Chief Executive Officer

Hans Grüter
Chief Financial Officer
(Retiring 1 Jan 2022)

Neil Lomax
President of Sales

Alex Alexandrov
Chief Operating Officer

Rodolfo J. Savitzky
Chief Financial Officer
(Effective 1 Jan 2022)

Bernd Schlotter
President of Services
<table>
<thead>
<tr>
<th>TIME (CET)</th>
<th>TOPIC</th>
<th>SPEAKER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:05</td>
<td>Welcome and Introduction</td>
<td>Dieter Schlosser, CEO</td>
<td>6</td>
</tr>
<tr>
<td>14:30</td>
<td>Market and Strategy Update</td>
<td>Alex Alexandrov, COO</td>
<td>15</td>
</tr>
<tr>
<td>15:00</td>
<td>People, Culture &amp; Sustainability</td>
<td>Dieter Schlosser, CEO</td>
<td>29</td>
</tr>
<tr>
<td>15:15</td>
<td>New CFO Introduction</td>
<td>Rodolfo J. Savitzky, Incoming CFO</td>
<td>38</td>
</tr>
<tr>
<td>15:20</td>
<td>Coffee Break</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>15:30</td>
<td>Growth and Digitization of Software &amp; Cloud</td>
<td>Neil Lomax, President of Sales</td>
<td>40</td>
</tr>
<tr>
<td>16:00</td>
<td>Building the Next Gen Solutions &amp; Services Leader</td>
<td>Bernd Schlotter, President of Services</td>
<td>55</td>
</tr>
<tr>
<td>16:30</td>
<td>Financial Performance</td>
<td>Hans Grüter, CFO</td>
<td>83</td>
</tr>
<tr>
<td>16:45</td>
<td>Closing Remarks</td>
<td>Dieter Schlosser, CEO</td>
<td>92</td>
</tr>
<tr>
<td>16:50</td>
<td>Q&amp;A Session</td>
<td>All presenters</td>
<td></td>
</tr>
<tr>
<td>17.20</td>
<td>Wrap-up</td>
<td></td>
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</tr>
</tbody>
</table>
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WELCOME AND INTRODUCTION

Dieter Schlosser
Chief Executive Officer
SOFTWAREONE TODAY

LEADING GLOBAL PROVIDER OF END-TO-END SOFTWARE & CLOUD TECHNOLOGY SOLUTIONS

100%
Software & Cloud

65k
Customers\(^{(1)}\)
~70% SMEs
~25% Enterprises

7.5k+
Software vendor relationships

8,269
Employees
90
Countries

6.7m
Managed cloud users supported\(^{(2)}\)

CHF 14bn
Customer purchasing volume

CHF 730m
FY2020 Gross profit

12.3%
H1 2021 Gross profit growth\(^{(3)}\)

CHF 223m
FY2020 Adj. EBITDA

8
Acquisitions YTD\(^{(4)}\)

---

\(^{(1)}\) Estimate based on total number of SoftwareONE customers using billing codes; Customer FTE information sourced from Dun & Bradstreet’s D-U-N-S database; Approximately 5% of SoftwareONE’s customers cannot be allocated.

\(^{(2)}\) As per 30 September 2021.

\(^{(3)}\) YoY in constant currency, including InterGruppo.

\(^{(4)}\) Announced on a YTD basis.
KEY STRATEGIC ACHIEVEMENTS SINCE IPO

- Scaled our services business to >CHF300 million
  Gross profit growing >30% YoY

- Integrated Comparex and built a strategic M&A platform
  6-10 acquisitions per year

- Positioned PyraCloud at the center of our business model
  60% of customers activated as per mid-2021 with fast-growing usage

- Expert technology certifications with leading hyperscalers
  Most advanced certifications with Microsoft, Google and AWS

- Reached 6.7 million users managed in the cloud
  Up from 1.7 million as per June 2019
MARKET OPPORTUNITY IS OUR CATALYST FOR GROWTH

COVID-19 has accelerated digital transformation by 7 years.

75% of IT personnel do not have necessary digital skills.

92% of Enterprises buying multiple clouds.

Data security and privacy becoming more important.

Cloud computing 'sticker shock' is on the rise.

Majority of Enterprises do not know what software they own.

>30% of cloud spend is wasted.

$634bn Software & Cloud Global Spend in 2020

14% CAGR (2020A-25E)

DIGITIZATION OF SOFTWARE & CLOUD
THE RESALE SPACE IS EVOLVING

Steady growth in Microsoft and Multi-vendor...

...while driving growth in service-led areas

MARKETPLACE

DIGITAL SUPPLY CHAIN

SERVICE-LED AREAS

Software & Cloud

Azure
Simple

365
Simple

Backup
Simple

FinOps
Certified
Platform

FinOps
Certified
Service Provider

softwareONE
NEXT GEN SERVICES PROVIDER – STRONG PROFITABLE GROWTH

- FinOps
- Digital ITAM
- Digital Supply Chain
- Future Workplace
- Application Services
- SAP on Cloud
- Cloud Services - Azure
- Cloud Services - AWS
- Cloud Services - GCP

- Design, make or buy, migrate and operate
- Insight-driven customer relevance
- Differentiated digital platform
- ‘Born in the cloud’ capabilities

- Scale & industrialization
- Delivery optimization
- Portfolio & mix
- Next Gen Go-To-Market
THREE KEY ENABLERS OF OUR GROWTH

INNOVATION

PEOPLE & CULTURE

CAPABILITIES M&A
### REITERATING FY2021 GUIDANCE AND MID-TERM TARGETS

<table>
<thead>
<tr>
<th>FY2021 GUIDANCE</th>
<th>MID-TERM TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS PROFIT GROWTH</strong>&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td><strong>DIVIDEND PAY-OUT RATIO</strong></td>
</tr>
<tr>
<td>&gt;10% (\text{excluding Intergrupo expected to contribute +4%})</td>
<td>30-50% (\text{% Adj. Profit of the Year})</td>
</tr>
<tr>
<td><strong>ADJ. EBITDA MARGIN</strong></td>
<td><strong>ADJ. EBITDA GROWTH IN EXCESS OF GROSS PROFIT GROWTH</strong></td>
</tr>
<tr>
<td>APPROXIMATELY 30%</td>
<td>MID-TEENS</td>
</tr>
</tbody>
</table>

<sup>(1)</sup> In constant currency
KEY TAKEAWAYS

1. We continue to **execute on our growth strategy**, with **market opportunity** as our catalyst.

2. The future of re-sale is evolving and we are **digitizing our Software & Cloud** business, enabled by PyraCloud.

3. We are committed to scaling our **Next Gen Solutions & Services** business at an attractive level of profitability, fueled by our strategic growth areas.

4. Our growth strategy will be supported by **key growth enablers** including Innovation, People, Culture & Sustainability and acquiring capabilities to supplement organic growth.

5. We remain confident that these **strategic levers will deliver our mid-term targets**.
MARKET AND STRATEGY UPDATE
## WELL-POSITIONED TO BENEFIT FROM MARKET DRIVERS

**SIGNIFICANT OPPORTUNITY TO ADDRESS CUSTOMER NEEDS AND DRIVE CLOUD ADOPTION**

### KEY MARKET DRIVERS

<table>
<thead>
<tr>
<th>ACCELERATION IN DIGITAL TRANSFORMATION</th>
<th>IMPACT ON SOFTWAREONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increasing IT spend, with cloud-first business models</td>
<td></td>
</tr>
<tr>
<td>• Acceleration in shift towards the cloud post-COVID</td>
<td></td>
</tr>
<tr>
<td>• Subscription and SaaS-based software consumption</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Software &amp; Cloud growth and need for Solutions &amp; Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RISING COMPLEXITY FOR CUSTOMERS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Widening choice and <strong>complexity of cloud procurement</strong></td>
<td></td>
</tr>
<tr>
<td>• Complex <strong>migration journeys</strong> to the cloud</td>
<td></td>
</tr>
<tr>
<td>• Emergence of <strong>hybrid and multi-cloud</strong> environments creating <strong>challenges</strong> around governance, security, etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recurring customer relationships and revenue base</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SAAS AND PUBLIC CLOUD DOMINANCE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Shift of IT spend from on-prem to SAAS and public cloud</td>
<td></td>
</tr>
<tr>
<td>• Role in driving customer <strong>adoption and consumption of cloud resources</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increasing importance to both vendors and customers</td>
</tr>
</tbody>
</table>
LARGE, HIGH-GROWTH ADDRESSABLE SOFTWARE & CLOUD MARKET

GLOBAL SOFTWARE & PUBLIC CLOUD SPEND
Market size (US$bn)  CAGR (2020-25E)

2020 2025E

634 575
59 1,230
223 1,007

+14% +12%
+30% +14%

Software Public cloud(I)

GROWTH RATES BY GEOGRAPHY
Software & Public Cloud spend, CAGR (2020-25E)

NORAM
+14% +26%
+30%

EMEA
+14% +33%
+15%

APAC
+15% +35%
+34%

LATAM
+12% +34%
+12%

Source: Gartner - Forecasts for Enterprise IT Spending Worldwide (2019-2025), Public Cloud Forecast (April 2021)
(I) Corresponds to Infrastructure as a Service (IaaS) spend

CAGR (2020-25E)
# Focus on High-Growth Segments of IT Services Market

## Global IT Services Spend

**Market size (US$bn)**

<table>
<thead>
<tr>
<th></th>
<th>2020A</th>
<th>2025E</th>
</tr>
</thead>
<tbody>
<tr>
<td>IaaS-related services</td>
<td>64</td>
<td>1,624</td>
</tr>
<tr>
<td>Other IT services segments</td>
<td>377</td>
<td>557</td>
</tr>
<tr>
<td></td>
<td>630</td>
<td>812</td>
</tr>
</tbody>
</table>

- **Our business is geared to take advantage of public cloud**
- **Growth in public cloud is driving IaaS-related services (growing >30% CAGR 2020-25E) and also pulls along the applications and application management**

Source: IDC - IT Services Forecast 2Q21
# ADDITIONAL INVESTMENTS IN OUR STRATEGIC GROWTH AREAS

## KEY INVESTMENT DECISION DRIVERS

<table>
<thead>
<tr>
<th>Criteria</th>
<th>✔️</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer pain point</td>
<td></td>
</tr>
<tr>
<td>Large and growing addressable market</td>
<td>✔️</td>
</tr>
<tr>
<td>Areas of increasing technology adoption</td>
<td>✔️</td>
</tr>
<tr>
<td>SoftwareONE organizational strength</td>
<td>✔️</td>
</tr>
</tbody>
</table>

## STRATEGIC GROWTH AREAS

<table>
<thead>
<tr>
<th>Application Services</th>
<th>SAP on Cloud</th>
<th>Industry Vertical Solutions</th>
</tr>
</thead>
</table>

Incremental **CHF 100 million** per service line by 2023[^1]

- **Hypercaler Factory / Cloud Services**
- **FINOPS**

Continued growth as part of core

[^1]: Based on run-rate in Q4 2023
SUPPORTING CUSTOMERS FROM COMMERCIAL TO DIGITAL TRANSFORMATION

STRONG FOUNDATION IN COMMERCIAL TRANSFORMATION DRIVES TECHNOLOGY AND DIGITAL TRANSFORMATION

**DIGITAL TRANSFORMATION**

- Technology as Transformer and Enabler
- Vertical Expertise

**SOFTWAREONE ‘WHAT’**

- Improve competitiveness
- New business models
- Improve time to value
- Optimize & modernize
- Minimize security risks

**TECHNOLOGY TRANSFORMATION**

- FinOps
- Technology Proliferation & Complexity

**COMMERCIAL TRANSFORMATION**

- Reduce Software & Cloud spend
- Ensure transparency and predictability
- Buy at the lowest cost, with the right terms & conditions, etc.
...WITH INTEGRATED OFFERINGS TO MEET CUSTOMER NEEDS AND BUILD A RECURRING BUSINESS

SOFTWARE & CLOUD

CUSTOMER A: EVERYDAY PURCHASES

Microsoft 365

Pull-through

✓ Subscription billing
✓ 24x7 multi-language support
✓ Cost governance

SOLUTIONS & SERVICES

365 Simple

CUSTOMER B: LARGE INVESTMENT

VMware
SAP
Oracle
IBM

Pull-through

✓ Compliance
✓ Optimize spend
✓ Maximize value

CUSTOMER C: MIGRATION TO SAP ON CLOUD

Hyperscaler Cloud Consumption

Pull-through

✓ Technical migration
✓ Managed service

SAP on Cloud / Application Modernization
‘SEAT AT THE TABLE’ WITH COMMERCIAL TRANSFORMATION, ‘RIGHT TO WIN’ THROUGH THE LIFECYCLE...

COMMERCIAL TRANSFORMATION

- Advise & Design
- Buy
- Implement & Build
- Optimise & Manage

TECHNOLOGY TRANSFORMATION

- SOLUTIONS & SERVICES
- SOFTWARE & CLOUD
- SOLUTIONS & SERVICES
- SOLUTIONS & SERVICES

PYRA CLOUD & SOFTWAREONE IP

- SoftwareONE MARKETPLACE
- SoftwareONE Digital

SoftwareONE INSIGHTS
## Our Unique Value Proposition

<table>
<thead>
<tr>
<th>Player Archetype</th>
<th>End-to-End VAR</th>
<th>Commercial</th>
<th>Technology Services</th>
<th>Digital Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>softwareONE</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Next Gen Digital Transformers</td>
<td>![X]</td>
<td>![X]</td>
<td>![X]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Traditional (VARs)</td>
<td>![Checkmark]</td>
<td>![X]</td>
<td>![X]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Public Cloud Solutions Providers</td>
<td>![X]</td>
<td>![X]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Global System Integrators (GSIs)</td>
<td>![Checkmark]</td>
<td>![X]</td>
<td>![X]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Consultancies</td>
<td>![X]</td>
<td>![Checkmark]</td>
<td>![X]</td>
<td>![Checkmark]</td>
</tr>
</tbody>
</table>

### Table Notes
- **Software & Cloud only**
- **Foundation**: Significant & growing offering
- **Future growth**: Focused on large enterprise accounts

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1) SoftwareONE's view on positioning vs. broader market
KEY INGREDIENTS OF SUCCESS

- **LARGE CUSTOMER BASE**
- **DEEP HYPERSONALER AND PUBLISHER EXPERTISE**
  - 65k customer base, with 66% of gross profit generated by customers purchasing both software and services
  - 8.6x gross profit uplift from cross-selling at least one service
  - Expert technology certifications with leading hyperscalers
- **PYRA CLOUD AND IP-BASED SOLUTIONS**
- **‘GLO-CAL’ OPERATING MODEL**
  - 59% managed / recurring services
  - >60% customers activated on PyraCloud and 105% YoY increase in users
  - Global talent pool and blended, global delivery cost
- **SOFTWAREONE TEAM**
  - Global, diverse and highly-engaged talent base of ~8,300 employees
  - High-performance culture

(1) All KPIs refer to H1 2021 (or LTM, if specified)
## M&A APPROACH TO DELIVER VALUE CREATION

<table>
<thead>
<tr>
<th>ORIGINATION</th>
<th>STRATEGIC FIT</th>
<th>CAPITAL INVESTMENT DISCIPLINE</th>
<th>INTEGRATION</th>
</tr>
</thead>
</table>
| - Clearly defined M&A priorities  
- Market knowledge and inbound opportunities  
- Target funnel evaluation processes | - Strong focus on strategic and cultural fit  
- Scalable, IP-enabled business models  
- Strong leadership teams | - Disciplined ROIC criteria  
- Sustainable growth trajectory and scalability  
- Joint business plan and aligning management teams to strategic objectives of SoftwareONE | - Dedicated PMI function (>20 professionals)  
- PMI planning during due diligence  
- “Playbook” with situational approaches  
- Standardized approach ensuring successful integration |
## M&A ACCELERATES SOFTWAREONE PRACTICE-BUILDING

<table>
<thead>
<tr>
<th>WHAT TO EXPECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continued acquisitions to build out capabilities</td>
</tr>
<tr>
<td>• 6-10 acquisitions per year</td>
</tr>
<tr>
<td>• Ramp-up in profitability over 2-3 years to SoftwareONE margin level</td>
</tr>
<tr>
<td>• Continuously evaluating opportunities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP ON CLOUD</td>
<td>X BNW</td>
<td>centiq®</td>
</tr>
<tr>
<td>HYPERSCALER FACTORY / CLOUD SERVICES</td>
<td>rightCloud</td>
<td>SE16N</td>
</tr>
<tr>
<td>IP &amp; AUTOMATION</td>
<td>make it noble</td>
<td>SynchroNet</td>
</tr>
<tr>
<td>ACQUISITIONS OF SCALE</td>
<td>GorillaStack</td>
<td></td>
</tr>
</tbody>
</table>

softwareONE
M&A CASE STUDY: BUILDING A LEADING “SAP ON CLOUD” PRACTICE

- 6 acquisitions over 24 months
- 40+ country presence and delivery capabilities
- >500 certified consultants
- Microsoft strategic co-investment
KEY TAKEAWAYS

1. We operate in large, growing markets, where the importance and complexity of technology creates the need for expertise to help customers buy, use and get value out of technology.

2. Our value proposition is based on an integrated portfolio of software with services to deliver customer outcomes with commercial, technology and digital transformation.

3. Our ‘right-to-win’ is based on our foundation and is completed with end-to-end coverage of our 65k customer base, providing scope for cross-selling and increases in share of wallet.

4. We continue to build a Next Gen player with recurring customer relationships through PyraCloud and SoftwareONE IP embedded in our solutions and our glo-cal operating model.

5. We use M&A as an accelerator to acquire capabilities, talent and IP.
PEOPLE, CULTURE & SUSTAINABILITY
SEVEN CORE VALUES – THE FOUNDATION OF OUR CULTURE

HUMBLE
We constantly look to improve and never forget the importance of our customers and colleagues

CUSTOMER FOCUS
We exceed expectations through great discipline and ensure a world class customer experience

EMPLOYEE SATISFACTION
Our greatest asset. We love and support our colleagues and operate without hierarchy

SPEED
Fast is better than slow but we will not compromise on quality

PASSION
We strive for excellence, go the extra mile and have fun in what we do

INTEGRITY
We are consistent, honest and fair and always do what is right

DISCIPLINE
In everything we do. We accept responsibility and deliver on all of our commitments
GLOBAL, DIVERSE AND HIGHLY QUALIFIED TALENT BASE

EMPLOYEE BREAKDOWN BY REGION

No. of FTEs\(^{(1)}\)

<table>
<thead>
<tr>
<th>Region</th>
<th>No. of FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORAM</td>
<td>511</td>
</tr>
<tr>
<td>EMEA</td>
<td>3,370</td>
</tr>
<tr>
<td>APAC</td>
<td>1,934</td>
</tr>
<tr>
<td>LATAM</td>
<td>2,454</td>
</tr>
</tbody>
</table>

GROWTH IN EMPLOYEE BASE OVER TIME

No. of FTEs

<table>
<thead>
<tr>
<th>Period</th>
<th>No. of FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 2019</td>
<td>5,311</td>
</tr>
<tr>
<td>H2 2019</td>
<td>5,442</td>
</tr>
<tr>
<td>H1 2020</td>
<td>5,826</td>
</tr>
<tr>
<td>H2 2020</td>
<td>6,219</td>
</tr>
<tr>
<td>H1 2021</td>
<td>8,269</td>
</tr>
</tbody>
</table>

\(^{(1)}\) As per 31 June 2021

8,269 FTEs\(^{(1)}\)

82 Nationalities

7 Core values

3,500+ Experts in core technology

63% Male

37% Female

4.7 years Average tenure
OUR EMPLOYEES’ VOICES COUNT

81% Response rate
88% Engagement score

▲ +7% vs. IT & Professional Services Benchmark

WHAT WE DO WELL...
• Positive company culture
• Clear sense of direction
• Strong trust in leaders

...AND WHERE WE WANT TO IMPROVE
• Communication
• Professional development
• Continuous feedback and coaching
INVESTING IN OUR FUTURE WORKFORCE – SOFTWAREONE ACADEMY

A globally unified learning experience regardless of social status, gender, race or location with curriculums in Application Services, Managed Services and SAP:

✓ Always 100% free for students
✓ A career pathway into the world of technology
✓ A platform to bridge the gap between education and employment
✓ A step towards sustaining the company's growth with talent required

US, Germany, Spain, Brazil, Philippines, and India live with >100 participants

Curriculums already live in App Services and Managed Services in US, Germany, Spain, and Brazil; Live for SAP in India and Philippines

Partnerships with education charities in Germany, Brazil & US
OUR CURRENT POSITIVE IMPACT

Environment

✓ Support customers in energy saving via cloud migration and IT infrastructure improvement
✓ Processes to control emissions:
  ✓ Travel optimization
  ✓ Timed lighting in North America
  ✓ E-bike fleet in Germany
✓ Annual Green Week promoting sustainable environmental impact
✓ One Tree Planted Partnership
✓ ISO certified on Environment in 24 markets
✓ EcoVadis CSR “Silver” rating

Social

✓ Core values focusing on people
✓ High employee engagement rate at industry level
✓ Positively tracking on diversity to industry benchmarks
✓ Launch of first global baseline index of Equality & Inclusion in 2021
✓ ONEImpact team: serving customers of impact
✓ Local Impact: community projects

Governance

✓ Independence of Board of Directors
✓ Transparent disclosure on executive compensation and KPI framework
✓ Established codes of conduct
✓ Internal control report: SOC2 Type II
✓ ISO certified on Quality, on Information Security in eleven markets and on Information Security Controls for Cloud Services in three markets
COMBINING BUSINESS OBJECTIVES WITH PURPOSE
CLOUD MIGRATION DRIVES ENERGY EFFICIENCY AND CARBON SAVINGS

ENERGY
Electricity / core-hour

LIFE CYCLE EMISSIONS
kgCO2e / core-hour

79%

88%
98%

Physical servers, localized deployment
Microsoft Cloud

Physical servers, localized deployment
Microsoft Cloud: Grid Power
Microsoft Cloud: Renewables

79% increase in energy efficiency

88-98% increase in carbon efficiency with renewable energy purchases

Source: Microsoft Cloud Carbon Study (2018; Update 2020)
STRATEGIC PARTNERSHIP TO DRIVE SUSTAINABILITY IN THE AEC VERTICAL

The world’s first enterprise cloud technology based on 5D BIM* with AI integration

> 50 Years Industry Experience
> 600,000 Users world-wide

(1) 5D BIM = 3D + Time + Cost Building Information Model
OUR SUSTAINABILITY ROADMAP

**ACTIONS COMPLETED**

- Official set-up of sustainability efforts
- Strong governance set in place
  - Board of Directors ESG Committee
  - Dedicated ESG Team including CEO
- Screening by 3rd party/consultancy as an outside view of our strengths and opportunities

**NEXT STEPS**

- In-depth stakeholder analysis on-going
- In-depth materiality assessment ongoing
  - Including stakeholder dialogue with investors
- Setting of strategy, ambitions & priorities in alignment with UN SDG and GRI
COFFEE BREAK
GROWTH AND DIGITIZATION OF SOFTWARE & CLOUD

Neil Lomax
President of Sales
WELL-POSITIONED TO DELIVER BOTH CUSTOMER AND VENDOR VALUE

**END-Customers**

- **Focus on best outcome-based solutions** in an increasingly complex IT environment, best price, right location
- **Trusted advisor** and consulting-led approach based on deep customer insights
- **End-to-end solutions** to drive commercial and technology transformation
- **Value-added and IP-based** professional and managed services
- Support of hybrid (cloud and on-premise) and multi-cloud environments

**Software Vendors**

- **Global scale with local access** to 65k customers in 90 countries
- **End-to-end governance** of commercial relationship with access to local prices
- **Deep technical know-how** and 24/7 support in 13 languages
- Integrating products from multiple software vendors
- **Growing customer adoption** / usage of cloud services
SOFTWARE & CLOUD AT A GLANCE

KEY FINANCIALS

Gross profit as % Group, H1 2021

65%
CHF 268 million

Gross profit by vendor, H1 2021

Microsoft  Multi-vendor

OUR OFFERING

Software procurement services
offered across various delivery models

Ad hoc software purchase decisions and provisioning

Managed catalogue (through PyraCloud, users have access to a pre-defined, tailored selection of software solutions)

Providing local currency and tax visibility on global scale and in a centralised location

KEY CHARACTERISTICS

✓ Transactional, high-volume and recurring business in transition from multi-year enterprise agreements to pay-as-you-go subscriptions

Software & Public Cloud\(^{(1)}\) Market (US$bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2025E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>634</td>
<td>1,230</td>
</tr>
<tr>
<td></td>
<td>575</td>
<td>1,007</td>
</tr>
</tbody>
</table>

Source: Gartner

\(^{(1)}\) Corresponds to IaaS spend
MICROSOFT AND SOFTWAREONE – AN ONGOING JOINT SUCCESS STORY

GROWTH OUTLOOK

70% of SoftwareONE Microsoft customer purchasing volumes are SaaS / Cloud

UPDATE ON STRATEGIC AGREEMENT

• Current focus on building up capacity and capabilities in SAP and application services
• Six acquisitions to form core of SoftwareONE’s 40+ country SAP presence and cloud delivery capabilities, with >500 certified consultants
• Full acquisition of InterGruppo for application services
• SoftwareONE Academy – the talent smiths for our future workforce
• >1,500 certified consultants across Microsoft clouds

MICROSOFT GOLD COMPETENCIES ACROSS ECOSYSTEM

Source: Microsoft

(1) As per 30 June 2021
# CLEAR GROWTH DRIVERS ACROSS ALL MICROSOFT SEGMENTS

## RECENT TRENDS

| ENTERPRISES          | • Strong growth during COVID-19  
|                      | • Lower margin business          |
| PUBLIC SECTOR        | • Strong growth during COVID-19  
|                      | • Small for SoftwareONE          
|                      | • Lower margin business          |
| SMEs                 | • Strategic growth segment, but impacted during COVID-19  
|                      | • Higher margin business         |

## SOFTWAREONE GROWTH DRIVERS

| • Continued revenue growth  
| • Market consolidation   
|   • PyraCloud as differentiator  
|   • Advisory services  
|   • Digital supply chain  
| • xSimple solutions to address shift to pay-as-you-go  

---

*SoftwareONE*
OUR DIFFERENTIATED PAY-AS-YOU-GO SOLUTIONS
HIGHLY STANDARDIZED, SCALABLE MANAGED SOLUTIONS FOR THE CLOUD MADE EASY FOR SMEs

KEY FEATURES

- Managed 24/7 inclusive support
- Customer success with adoption and change management
- Platform (Pyracloud) to manage cloud consumption and provisioning
- Integrated offering pay-as-you-go

DIFFERENTIATORS

- High growth (>70% YoY gross profit growth)\(^{(1)}\)
- Taking complex enterprise solutions to SMEs as managed service
- Optimally packaged software, services and PyraCloud platform
- SoftwareONE taking over management and support
- Increasing stickiness as addressing customers’ major pain points

\(^{(1)}\) H1 2021 versus H1 2020
PAY-AS-YOU-GO: INDICATIVE EXAMPLE

DRIVES MORE RECURRING AND HIGHER-MARGIN BUSINESS, IMPLYING SHIFT OF GROSS PROFIT TO SOLUTIONS & SERVICES

GROSS PROFIT ALLOCATION

<table>
<thead>
<tr>
<th>MONTH 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMITMENT BUYING(1)</td>
</tr>
<tr>
<td>Software &amp; Cloud 100%</td>
</tr>
<tr>
<td>~$60</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PAY-AS-YOU-GO(2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solutions &amp; Services 80%</td>
</tr>
<tr>
<td>Software &amp; Cloud 20%</td>
</tr>
<tr>
<td>~$15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>END OF YEAR 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>For S&amp;C: 20 months break-even</td>
</tr>
<tr>
<td>~$60</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CUMULATIVE 3 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>~$90 over three years</td>
</tr>
<tr>
<td>Up to 6x gross profit value</td>
</tr>
<tr>
<td>~$180</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CUMULATIVE 3 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>~$500 over three years</td>
</tr>
</tbody>
</table>

(1) Based on 3-year direct enterprise agreement, with purchase of software from Microsoft for $3,600 paid in annual installments of $1,200; SoftwareONE earns ~$60 (5% * $1,200) in year 1 and ~$90 incentive fees over 3 years, assuming some upselling, booked in Software & Cloud

(2) Based on purchase of software for $15 per month on a perpetual basis; SoftwareONE earns (i) $12 per month of services (reactive & pro-active support), booked in Solutions & Services and (ii) $3 per month of incentive fees from Microsoft, booked in Software & Cloud
MICROSOFT BUSINESS DRIVING GROWTH ACROSS BOTH BUSINESS LINES

INDICATIVE MICROSOFT GROSS PROFIT CONTRIBUTION TO SOFTWAREONE

SOFTWAREONE GROWTH DRIVERS

Enterprise & Public Sector
• Continued revenue growth
• Market consolidation

SME
• xSimple solutions delivering Software & Cloud and accelerating Solutions & Services gross profit growth

Microsoft (booked in Software & Cloud)
xSimples (booked in Solutions & Services)
THREE KEY GO-TO-MARKET APPROACHES FOR SOFTWARE & CLOUD

OUR FOCUS IS ON DIGITAL SUPPLY CHAIN AND MARKETPLACE

- DIGITAL MARKETPLACES
- DIGITAL SUPPLY CHAIN (DIRECT CUSTOMER INTEGRATION)
- PEOPLE-DRIVEN SPECIALISTS (TRADITIONAL VAR)
DIGITAL SUPPLY CHAIN SERVICES

OLD

- SLOW PROCESS
- UNMANAGED RENEWALS
- MISSING OR UNCLEAR DATA
- BURIED ENTITLEMENT

DIGITAL

- EFFICIENT OPERATIONS
- PROACTIVE RENEWAL MANAGEMENT
- CLEAR, TRUSTWORTHY DATA
- ENTITLEMENT VISIBILITY

"...we process more than 3,500 software purchase orders a year – and this can be done only with intelligent automation and a close working relationship with a partner like SoftwareONE"

Richard Kobayashi, SAP IT Procurement

Customer example – increased sales after implementing DSC in May 2021

# of invoices
1Q20: 16
2Q20: 4
3Q20: 5
4Q20: 4
1Q21: 23
2Q21: 12
3Q21: 557
ONE OF THE LARGEST SOFTWARE & CLOUD MARKETPLACES GLOBALLY

7,500+ vendor relationships
THE MARKETPLACE FOR BOTH SOFTWARE AND SERVICES
PYRACLOUD PROVIDES DATA-DRIVEN, ACTIONABLE INTELLIGENCE TO MANAGE AND OPTIMIZE SPEND

- Transact software licenses and cloud subscriptions
- View the entire on-premises and cloud software estate
- Manage contracts
- Track, control and predict your cloud spend across multiple providers
- Identify cost saving opportunities across the entire software estate
PYRA CLOUD – OUR PROPRIETARY PLATFORM
BASED ON THREE PILLARS AND POWERED BY INSIGHTS TO DRIVE DIGITIZATION OF SOFTWARE & CLOUD

SoftwareONE MARKETPLACE
E-commerce space for buying, selling & managing software, services and solutions

SoftwareONE DIGITAL
Fully digitized customer engagement – i.e. Digital Supply Chain

CLOUD
Simple and intelligent management platform for multi-cloud environments

SoftwareONE INSIGHTS

~60% of customers on PyraCloud⁽¹⁾

+105% YoY increase in PyraCloud users⁽¹⁾

⁽¹⁾ KPIs refer to H1 2021
KEY TAKEAWAYS

1. Portfolio of **7.5k Software & Cloud vendors** addressing the broadest spectrum across the customer spend, access to digital marketplace today via **Digital Supply Chain** and tomorrow with **Marketplace**

2. **Highly valued** by software vendors for our global scale with local access, governance and value-add services

3. Microsoft and SoftwareONE’s **joint success story** is ongoing, as pay-as-you-go models enable us to sell additional IP-based and recurring services

4. The adoption of **multi-cloud solutions strengthens** the position of selling and managing the customer’s software and cloud estate from one source – **PyraCloud**, in turn this helps them **manage and optimize their spend**

5. Steady **Software & Cloud growth**, driven by Multi-vendor, PyraCloud, **Digital Supply Chain, Marketplace** and SME recovery driving accelerated growth in Solutions & Services with **xSimple** offerings
BUILDING THE NEXT GEN SOLUTIONS & SERVICES LEADER

Bernd Schlotter
President of Services
Solutions & Services at a Glance

Gross Profit Breakdown

% of H1 2021 Group gross profit

- 35%
- CHF 146.7 million⁽¹⁾

By service category, H1 2021

- ~75%
- ~25%

Our Offering

Commercial Transformation

- Reduce software & cloud spend
- Ensure transparency & predictability
- Avoid compliance risks

Technology Transformation

- Improve time to value
- Optimize and modernize technologies
- Minimize security risks

⁽¹⁾ Based on H1 2021 revenue of CHF 196.3 million
SOLUTIONS & SERVICES - TODAY

Opportunity & Customer Pain Points

SoftwareONE ‘Right To Play & Win’

Strategic Portfolio

Profitable Growth
CLOUD INFRASTRUCTURE-RELATED SERVICES SEGMENT EXCEEDING 30% YOY GROWTH

GLOBAL IT SERVICES MARKET
Market size (US$bn)

CAGR 2020-2025E

<table>
<thead>
<tr>
<th>Segment</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Consulting</td>
<td>64</td>
<td>92</td>
<td>166</td>
<td>26</td>
<td>630</td>
<td>92</td>
</tr>
<tr>
<td>Application Managed Services</td>
<td>26</td>
<td>103</td>
<td>182</td>
<td>33</td>
<td>114</td>
<td>103</td>
</tr>
<tr>
<td>Application Implementation</td>
<td>669</td>
<td>101</td>
<td>198</td>
<td>122</td>
<td>124</td>
<td>108</td>
</tr>
<tr>
<td>Managed Services for Cloud and Edge Environments</td>
<td>224</td>
<td>33</td>
<td>37</td>
<td>214</td>
<td>228</td>
<td>117</td>
</tr>
<tr>
<td>Infrastructure as a Service (IaaS)</td>
<td>812</td>
<td>242</td>
<td>47</td>
<td>204</td>
<td>1624</td>
<td>146</td>
</tr>
<tr>
<td>All other segments</td>
<td>703</td>
<td>29</td>
<td>29</td>
<td>159</td>
<td>812</td>
<td>121</td>
</tr>
</tbody>
</table>

Source: IDC - IT Services Forecast 2Q21
# Cloud Challenges Creating Services Opportunities

## Key Cloud Challenges

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security</td>
<td>30% of cloud spend is estimated to be wasted</td>
</tr>
<tr>
<td>Managing Multi-Cloud</td>
<td>92% of enterprises use multi-cloud</td>
</tr>
<tr>
<td>Cloud Migration</td>
<td>80% taking a hybrid cloud approach</td>
</tr>
<tr>
<td>Lack of Resources / Expertise</td>
<td></td>
</tr>
<tr>
<td>Managing Cloud Spend</td>
<td>31% Spend &gt;12m per year</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
</tr>
<tr>
<td>Compliance</td>
<td>55% Enterprise workloads expected in public cloud within 1 year</td>
</tr>
<tr>
<td>Managing BYOL</td>
<td></td>
</tr>
</tbody>
</table>

SOLUTIONS & SERVICES - TODAY

Opportunity & Customer Pain Points

SoftwareONE ‘Right To Play & Win’

Strategic Portfolio

Profitable Growth
### OUR ‘RIGHT TO PLAY AND WIN’ IN SOLUTIONS & SERVICES

| Design, make or buy, migrate and operate | - Established relationships with **65k customers** with opportunity to **expand share of wallet**
| - **End-to-end coverage** together with Software & Cloud |
| Insight-driven customer relevance | - **Proprietary insights** lead to **customer relevance** and **differentiated ability to drive customer outcomes** |
| Differentiated digital platform enables customer journeys | - **‘Single pane of glass’** for managing multi cloud environments
| - **Value-based** customer journeys with ML driven **cross-selling** |
| ‘Born in the cloud’ capabilities | - **No legacy** services business
| - Portfolio **built for the cloud** |
SOLUTIONS & SERVICES TOGETHER WITH SOFTWARE & CLOUD ESTABLISH OUR ‘RIGHT TO WIN’

DESIGN, MAKE OR BUY, MIGRATE AND OPERATE
INCREASING PENETRATION OF OUR SOFTWARE & CLOUD CUSTOMER BASE WITH SERVICES

GROSS PROFIT BREAKDOWN
% of LTM gross profit

<table>
<thead>
<tr>
<th></th>
<th>LTM 2020</th>
<th>LTM 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>60%</td>
<td>40%</td>
<td>66%</td>
</tr>
<tr>
<td>34%</td>
<td>34%</td>
<td>34%</td>
</tr>
</tbody>
</table>

SPEND PER CUSTOMER
(x), Uplift in average spend of customers purchasing both Software and Services vs. only Software

<table>
<thead>
<tr>
<th></th>
<th>LTM 2020</th>
<th>LTM 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.7x</td>
<td>8.6x</td>
<td>8.6x</td>
</tr>
</tbody>
</table>

- **Generated by customers purchasing both Software and Services**
- **Generated by Software-only customers**
TURNING PROPRIETARY INSIGHTS INTO CUSTOMER RELEVANCE AND DIFFERENTIATED ABILITY TO SERVE

1. Planning, tracking & optimization of cloud usage
2. Optimized software value chain
3. Application rationalization & application modernization
4. SAP on Cloud journey
5. New ways of working

SoftwareONE INSIGHTS

1. Single source of truth for customer health
2. Recommendation engine for next logical action

Customer Relevance

Customer Insights

Intelligent Data Platform
DIFFERENTIATED DIGITAL PLATFORM ENABLES CUSTOMER JOURNEYS

Customer Journey

- Co-innovate
- Advocate
- Discover
- Evaluate
- Quote
- Transact
- Engage
- Adopt & Engage
- Onboard & Deploy
- Purchase
- Support
- Adopt
- Grow
- Expand
- Retain
- Troubleshoot

Spend Management

Modernization Recommendations
- Application
- Database

Todays Insights
- Cost Optimization
- Operational Excellence
- Security

Workload Operational Status

Self-Service Build Catalogue

SoftwareONE Intelligent Data Platform
SOLUTIONS & SERVICES - TODAY

Opportunity & Customer Pain Points

SoftwareONE ‘Right To Play & Win’

Strategic Portfolio

Profitable Growth
BORN IN THE CLOUD CAPABILITIES – FUTURE PROOF PORTFOLIO

SOLUTIONS & SERVICES

COMMERCIAL
FIN OPS
Digital ITAM
Digital Supply Chain
Future Workplace
Application Services
SAP on Cloud

TECHNOLOGY
CLOUD SERVICES
AWS
GCP
Azure

SECURITY & CROSS-PORTFOLIO INTEGRATION

CONSULTING, GOVERNANCE, ADOPTION & CHANGE MANAGEMENT
MANAGE AND REDUCE CLOUD SPEND WITH FINOPS

FinOps = Cloud Financial Management

- Plan, monitor, and optimize cloud spend
- Combining systems, best practices, and culture to increase an organization's ability to understand cloud costs
- Bringing financial accountability to cloud spend – enabling global teams to make informed business decisions

Enabling IT to develop into a service organization that adds value to the business
DIGITAL SUPPLY CHAIN SERVICES – KEY OUTCOMES

SELF-SERVICE REQUEST MANAGEMENT
Provide pre-approved catalog with B2C like experience

CROSS-FUNCTIONAL BUSINESS ALIGNMENT
Bring Business, IT, and Procurement onto the same page

PROCESS OVERSIGHT
Continuously improve process and governance, assure compliance

Digital Software Sourcing

DSC Simple
DSC Advanced
SoftwareONE MARKETPLACE
CONTINUOUS GROWTH WITH 1,000+ MANAGED SERVICES CUSTOMERS IN DIGITAL ITAM

1,000+
Customers in long-term Digital ITAM managed services

700+
Largest Digital ITAM Consultancy worldwide (64 Countries)

2,500+
Digital ITAM Projects annually

3,000+
Certifications

GROWTH OF OUR DIGITAL ITAM BUSINESS
Revenue, CHFm

+21% CAGR

2018A 2019A 2020A 2021E

Gartner named SoftwareONE a Leader in the 2021 Magic Quadrant for Software Asset Management (SAM) Managed Services – for the second time in a row.

Only Leader with FinOps Certification in Gartner Magic Quadrant for SAM Managed Services
NEXT GEN CUSTOMER JOURNEY: CROSS-SELL AND E2E COVERAGE
FUTURE WORKPLACE MANAGED PORTFOLIO 2022 – MODULAR, CUSTOM CONFIGURED TO CUSTOMER NEEDS

Get Started

- CSP
- Microsoft 365 24x7 Support
- PyraCloud
- PyraCloud 365 Analytics

Configure Value-Added Services On Top

- Threat Protection
- Data Protection
- Device Protection
- Identity Protection
- BackupSimple • M365 Backup
- BackupSimple • M365 for Business
- BackupSimple • M365 and eDiscovery Backup for Business
- Adoption and Change Management
- Teams Essentials
- Meeting Rooms
- Voice Infrastructure
- Managed UC
- FinOps for Productivity

Reduce Risk / Increase Availability

Improve Productivity & Communications

Cost Control

Buy Complements

Security

Productivity

Availability

SoftwareONE MARKETPLACE

softwareONE
GAINING MOMENTUM IN APPLICATION SERVICES

80+
New App Services logos YTD

22
Countries with Apps revenue generated YTD

150+
Avg new opportunities every month

10x
Pipeline YTD (TCV)

150+
Resources hired

>100
Students in the Application Services Academy YTD

3x
Application Services Off-Shore/ Near-Shore delivery capability

APPLICATION SERVICES PORTFOLIO

Managed

Delivery

Advisory

Microsoft Modernization of Web Applications Advanced Specialization

One of the largest O365 / Powerplatform customer base globally

AWS Advanced Consulting Partner
SAP IN CLOUD – OUR OFFERING

Discovery & ADVISORY SERVICES

S/4HANA IMPLEMENTATION, CONVERSION, OR MIGRATION SERVICES

SAP Platform MANAGED SERVICES

PowerConnect for SAP and Splunk

Gold
Microsoft Partner
Azure Expert MSP
Microsoft

Microsoft SAP on Azure Advanced Specialization

Premier
Google Partner

aws partner network
Advanced Consulting Partner
Migration
SAP
EXCEPTIONAL GROWTH IN SAP ON CLOUD

195%  
LTM revenue growth

x5  
Experts growth LTM

40+  
Active countries

99%  
Staff retention from acquisitions

85%  
SAP and Azure certified workforce

50+  
New logos

300+  
Customer reach (active discussions + ongoing projects)
S/4HANA Conversion Pilot with large healthcare services group

INITIAL SITUATION
• Assess impact of adoption on business
• Understand the feasibility of converting the existing system versus a complete reimplementation

SOLUTION
• Fast-tracked full-scale S/4HANA pilot conversion as preparation for a technical (brownfield) conversion
• New Fiori user interface enablement, procurement and deployment of Azure platform
• S/4HANA readiness assessment, custom code fix and function configuration

CUSTOMER VALUE
• Proven feasibility of conversion
• Higher transparency on costs, benefits and risks
• Increasing stakeholder buy in
CLOUD SERVICES – MAKING CLOUD TRANSFORMATION A REALITY

35% YoY revenue growth

50% YoY growth in Managed

1,800+ Active managed customers

56 Active countries

3,500+ Technology experts globally

Google Premier Partner

Cloud Migration
Application Discovery Migration planning and design Workload migration

Managed Cloud Services

Microsoft Partner
Azure Expert MSP

Gold

ISO 27001 CERTIFIED Information Security
ISO 27017 CERTIFIED Cloud Security

FIN OPS
Digital IT Asset Management
Digital Supply Chain
Future Workplace
Application Services
SAP on Cloud

AWS OCP Azure

softwareONE

Advanced Consulting Partner
Migration
SAP
DevOps
Security
AWS Well-Architected Partner Program

Certified Practitioner
Certified Partner
Certified Service Provider
AUGMENTING OUR IP ON TOP OF PYRACLOUD – HELECLOUD ACQUISITION

- AWS migration consulting and managed services capabilities with **AWS Premier Partner** status
- Unique platform **IP across automation, orchestration and compliance**
- **Next Gen MSP** blueprint
- **Remote delivery** capability in Bulgaria for key markets such as DACH, UK and Netherlands
- ~100 **AWS certified delivery consultants**
SOLUTIONS & SERVICES - TODAY

Opportunity & Customer Pain Points

SoftwareONE ‘Right To Play & Win’

Strategic Portfolio

Profitable Growth
### WE ARE FOCUSING ON PROFITABLE GROWTH

#### KEY PROFITABILITY LEVERS

<table>
<thead>
<tr>
<th>Scale &amp; Industrialization</th>
<th>Modular Service: Catalog, ML driven Configuration, automation, economies of scale as our service lines gain critical mass</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery Optimization</td>
<td>Clear accountability for remote, federated off-shore delivery network, IP driven delivery platform on top of PyraCloud</td>
</tr>
</tbody>
</table>
| Portfolio & Integration   | Shift to higher margin services and new digital services  
|                           | • Blueprinting to guide up-sell, cross-sell, and retention |
| Next-Gen Go-to-Market     | Lower cost of sales through share of wallet in existing customers with account-based motions |
NEXT GEN SERVICES PROVIDER – STRONG PROFITABLE GROWTH

1. Solutions & Services is a **massive opportunity for SoftwareONE**: high growth with big customer pain points

2. **Our right to win** is rooted in our **existing customer relationships**, our unique **customer insights**, our PyraCloud platform and our integrated **born in the cloud portfolio**

3. Existing Software & Cloud customers who add **Solutions & Services** spent 8.6x as much with SoftwareONE. This multiplier will continue to grow

4. Our portfolio covers **complete customer journeys** as they execute **their own digital transformations**

5. We will **build for profitable growth**: IP, industrialization, automation and delivery model optimization
RETURN TO SOLID LEVEL OF GROWTH IN H1 2021
STRONG MOMENTUM IN SOLUTIONS & SERVICES WITH CONTINUED INCREASE IN PROPORTION OF RECURRING REVENUE

GROUP GROSS PROFIT(1)
CHFm

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>H1 2020</th>
<th>H1 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software &amp; Cloud</td>
<td>555.1</td>
<td>561.9</td>
<td>519.5</td>
<td>274.6</td>
<td>267.6</td>
</tr>
<tr>
<td>Solutions &amp; Services</td>
<td>168.9</td>
<td>180.4</td>
<td>210.1</td>
<td>96.2</td>
<td>146.7</td>
</tr>
</tbody>
</table>

(1) Includes proforma adjustments to present 2019 and 2018 as if the acquisition of Comparex had occurred on 1 January 2018
(2) In constant currency
(3) InterGrup contributed CHF 15.9 million of gross profit in H1 2021, corresponding to approximately 4% YoY growth for the group
(4) Excluding InterGrup, the gross profit growth rate in Solutions & Services corresponded to 36.0% YoY

SOLUTIONS & SERVICES GROSS PROFIT GROWTH(1)
% YoY growth (ccy)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>H1 2020</th>
<th>H2 2020</th>
<th>2020</th>
<th>H1 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Managed/ recurring services</td>
<td>55%</td>
<td>59%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comparex integration</td>
<td>9.2%</td>
<td>15.1%</td>
<td>23.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+53.4%</td>
</tr>
</tbody>
</table>

Acceleration
GLOBALLY DIVERSIFIED BUSINESS
ACROSS GEOGRAPHY, CUSTOMERS AND SECTORS

GROSS PROFIT BY GEOGRAPHY
H1 2021, CHFm

NORAM
CHF 60m

DACH
CHF 135m

Rest of EMEA
CHF 127m

LATAM
CHF 44m⁽¹⁾

Benefits of global footprint:
- Lower geographical concentration / risk
- Supports standardization, automation and offshoring of processes, thereby driving profitability

⁽¹⁾ Includes CHF 15.9 million of gross profit contribution from InterGrupo
Ebitda Translates into Attractive Bottom Line

**Adj. EBITDA to Profit Bridge**(1)

H1 2021, CHFm

<table>
<thead>
<tr>
<th></th>
<th>Adj. EBITDA</th>
<th>D&amp;A</th>
<th>Adj. EBIT</th>
<th>Net finance result</th>
<th>Tax expenses</th>
<th>Adj. profit for the period</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>109.1</td>
<td>(27.2)</td>
<td>81.9</td>
<td>(8.4)</td>
<td>(19.2)</td>
<td>54.3</td>
</tr>
</tbody>
</table>

**Key Drivers**

- 45% of D&A related to tangibles and internally generated assets (PyraCloud), increasing marginally
- 30% of D&A related to right-of-use assets (offices lease), slight increase with business volume
- 25% of D&A related to M&A-related amortization, linked to merger activities
- 70% hedging cost and FX adjustments, some growth with business volume
- 30% finance income and cost net, remain stable
- Tax rate on Adj. EBIT reported at 26% or lower in recent periods
- Going forward expected to be around 28% (vs. 30% guided at IPO)

(1) Includes adjustments for share-based compensation, IPO, integration and M&A and earn-out expenses, appreciation of the shareholding in Crayon and related tax impact of adjustments
STRICT CASH FLOW GENERATION

CASH FLOW FROM OPERATING ACTIVITIES\(^{(1)}\)

CHFm

- 99.1
- 216.3
- 276.3
- 206.7

2018 2019 2020 H1-20 H1-20 norm. H1-21

(32.4)

CAPITAL EXPENDITURE\(^{(1)(2)}\)

CHFm

- 12.7
- 20.7
- 22.8
- 10.8
- 14.3

2018 2019 2020 H1-20 H1-21

CHANGE IN WORKING CAPITAL\(^{(1)}\)

CHFm

- (9.5)
- 53.3
- 100.2
- 113.5
- (107.8)

2018 2019 2020 H1-20 H1-20 norm. H1-21

- Indicative level excluding vendors’ deferred payment programs

- Consistently improving levels of operating cash flow
- Cash flow in H1 is typically low due to the NWC impact, with H2 typically being strong

- Low capex requirements
- Primarily investments in PyraCloud and other intangible assets generated internally

- Working capital profile impacted by seasonality in the business, primarily linked to the S&C segment

\(^{(1)}\) On an IFRS reported basis
\(^{(2)}\) Defined as purchases of tangible and intangible assets
WORKING CAPITAL DRIVEN BY SEASONALITY

SEASONALITY IN THE BUSINESS MODEL

- NWC fluctuates substantially during the year, with peaks typically in Jan/Feb and Aug/Sep.
- Average monthly NWC as a % of annual gross profit has improved from 22% in 2019 down to a record low level of 10% in H1 2021.
- Extension of customer payment terms granted occasionally to secure business.
- Factoring used selectively and is stable over time.

(1) After factoring; Adjusted for extended vendor payment terms during 2020.
SOLID BALANCE SHEET FOR ACCELERATED GROWTH AND PROGRESSIVE DIVIDEND POLICY

UNLEVERED BALANCE SHEET, WITH NET CASH OF CHF 385 MILLION AS PER JUNE 2021 (CHF 496 MILLION AS PER DECEMBER 2020)

<table>
<thead>
<tr>
<th>RE-INVEST INTO GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Solid cash flow to be re-invested into growth as a first priority</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BUILD THROUGH M&amp;A</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Flexibility to accommodate bolt-on and sizeable acquisitions</td>
</tr>
<tr>
<td>• Bolt-on acquisitions likely to correspond to approximately CHF 100 million in total per annum</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVIDEND POLICY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Current year and mid-term targets correspond to 30-50% of adjusted profit for the year</td>
</tr>
</tbody>
</table>
# Mid-term Gross Profit and EBITDA Perspective

<table>
<thead>
<tr>
<th>Gross Profit Development</th>
<th>EBITDA Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group</strong></td>
<td></td>
</tr>
<tr>
<td>• Mid-teens gross profit growth</td>
<td>• EBITDA growth in excess of gross profit growth driven by growth, a shifting business line mix, benefits of scale and an IP-enabled operating model</td>
</tr>
<tr>
<td><strong>Software &amp; Cloud</strong></td>
<td></td>
</tr>
<tr>
<td>• Steady growth driven by Microsoft, Multi-vendor, including Digital Supply Chain and PyraCloud</td>
<td>• Stable, strong margins with improvement potential through automation and digitization</td>
</tr>
<tr>
<td><strong>Solutions &amp; Services</strong></td>
<td></td>
</tr>
<tr>
<td>• Continued high-growth momentum</td>
<td>• Continued margin increases as service lines mature and scale</td>
</tr>
<tr>
<td>• Pull-through of services with Software &amp; Cloud customers</td>
<td>• Build on growth in our highly recurring, IP-enabled solutions</td>
</tr>
<tr>
<td>• Focus on expansion of recurring, managed services &amp; PyraCloud</td>
<td>• Continued optimization of delivery model including growth of global workforce</td>
</tr>
<tr>
<td>• Strategic growth areas to contribute significantly</td>
<td></td>
</tr>
</tbody>
</table>
KEY TAKEAWAYS

1. Return to a **solid level of growth in H1 2021**, accompanied by an **increasing level of recurring revenue**

2. **Attractive profitability** and cash flow generation

3. **Unlevered balance sheet** supporting investments in **accelerated growth, M&A and a progressive dividend policy**

4. Mid-term growth ambition based on **highly attractive market opportunities** driving marked shift towards technology-enabled Solutions & Services

5. **Steady margin improvements** based on **digitization of Software & Cloud, shift towards higher-margin solutions**, as well as **industrialization of delivery capabilities** and back-end processes
CLOSING REMARKS
Q&A