



SoftwareONE

CAPITAL MARKETS DAY

20 OCTOBER 2021

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.

VIDEO

TODAY'S SPEAKERS



Dieter Schlosser
Chief Executive Officer



Alex Alexandrov
Chief Operating Officer



Hans Grüter
Chief Financial Officer
(Retiring 1 Jan 2022)



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

CAPITAL MARKETS DAY 2021



Neil Lomax
President of Sales



Bernd Schlotter
President of Services

AGENDA

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

01

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⁾



centiq®



SE16N



(1) Estimate based on total number of SoftwareONE customers using billing codes; Customer FTE information sourced from Dun & Bradstreets 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 InterGrupo

(4) Announced on a YTD basis

KEY STRATEGIC ACHIEVEMENTS SINCE IPO



Scaled our services business to >CHF300 million

Gross profit growing >30% YoY



>CHF300m



Integrated Comparex and built a strategic M&A platform

6-10 acquisitions per year



13 since IPO



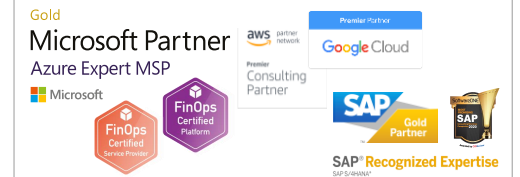
Positioned PyraCloud at the center of our business model

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%

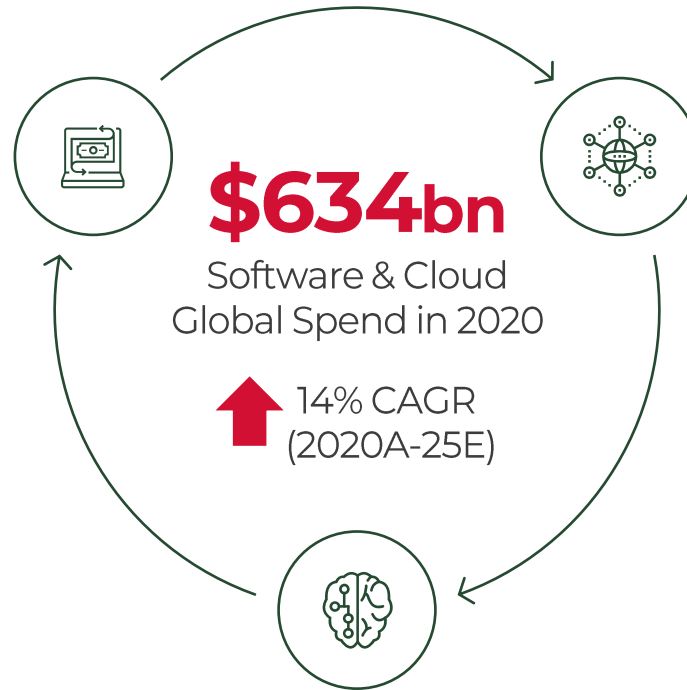
of IT personnel do not have necessary digital skills

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**

DIGITIZATION OF SOFTWARE & CLOUD

THE RESALE SPACE IS EVOLVING

Software &
Cloud

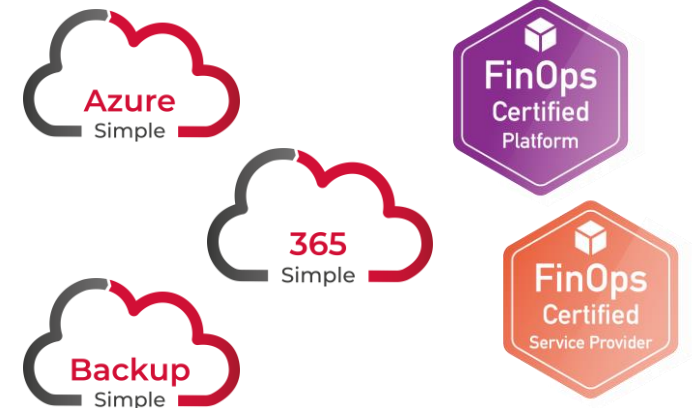
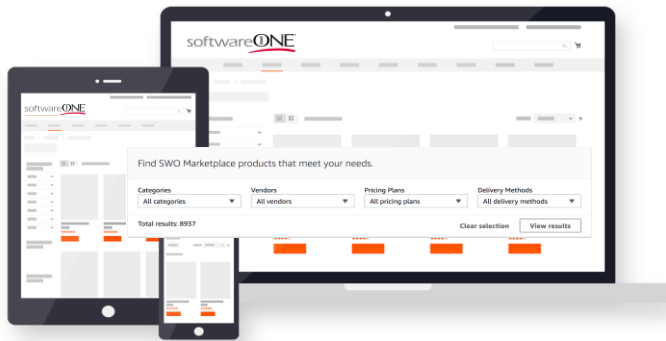
Steady growth in Microsoft and
Multi-vendor...

...while driving growth in service-
led areas

MARKETPLACE

DIGITAL SUPPLY CHAIN

SERVICE-LED AREAS



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

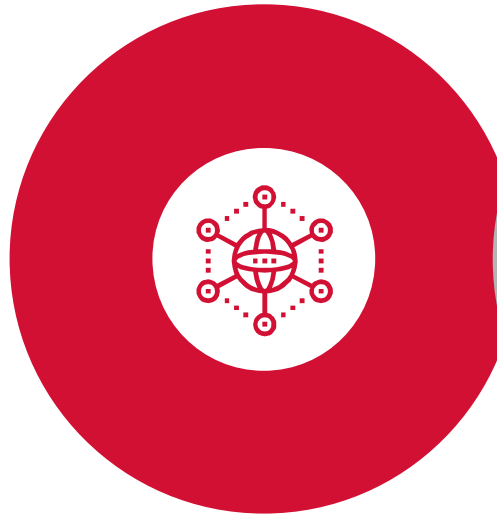


- Design, make or buy, migrate and operate
- Insight-driven customer relevance
- Differentiated digital platform
- ‘Born in the cloud’ capabilities

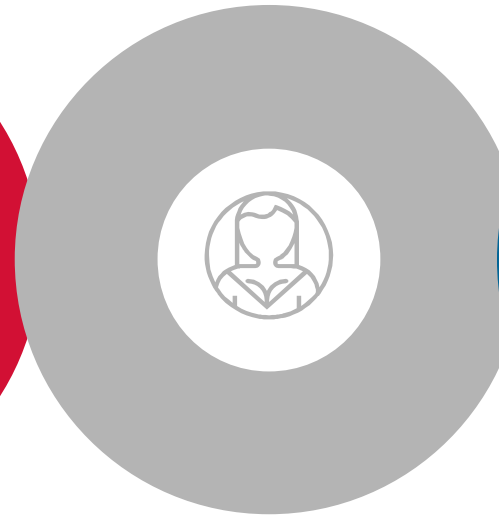
- Scale & industrialization
- Delivery optimization
- Portfolio & mix
- Next Gen Go-To-Market



THREE KEY ENABLERS OF OUR GROWTH



INNOVATION



**PEOPLE &
CULTURE**



**CAPABILITIES
M&A**

REITERATING FY2021 GUIDANCE AND MID-TERM TARGETS

	GROSS PROFIT GROWTH ⁽¹⁾	ADJ. EBITDA MARGIN	DIVIDEND PAY-OUT RATIO
FY2021 GUIDANCE	<p>>10%</p> <p>EXCLUDING INTERGRUPO EXPECTED TO CONTRIBUTE +4%</p>	<p>APPROXIMATELY 30%</p>	<p>30-50%</p> <p>% ADJ. PROFIT OF THE YEAR</p>
MID-TERM TARGETS	<p>MID-TEENS</p>	<p>ADJ. EBITDA GROWTH IN EXCESS OF GROSS PROFIT GROWTH</p>	

(1) 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**

02



**Alex
Alexandrov**

Chief Operating Officer

MARKET AND STRATEGY UPDATE

WELL-POSITIONED TO BENEFIT FROM MARKET DRIVERS

SIGNIFICANT OPPORTUNITY TO ADDRESS CUSTOMER NEEDS AND DRIVE CLOUD ADOPTION

KEY MARKET DRIVERS

ACCELERATION IN DIGITAL TRANSFORMATION

- **Increasing IT spend, with cloud-first business models**
- Acceleration in shift towards the cloud post-COVID
- Subscription and SaaS-based software consumption

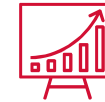
RISING COMPLEXITY FOR CUSTOMERS

- Widening choice and **complexity of cloud procurement**
- Complex **migration journeys** to the cloud
- Emergence of **hybrid and multi-cloud** environments creating **challenges** around governance, security, etc.

SAAS AND PUBLIC CLOUD DOMINANCE

- Shift of IT spend from on-prem to SAAS and public cloud
- Role in driving customer **adoption and consumption of cloud resources**

IMPACT ON SOFTWAREONE



Software & Cloud growth and need for Solutions & Services



Recurring customer relationships and revenue base



Increasing importance to both vendors and customers

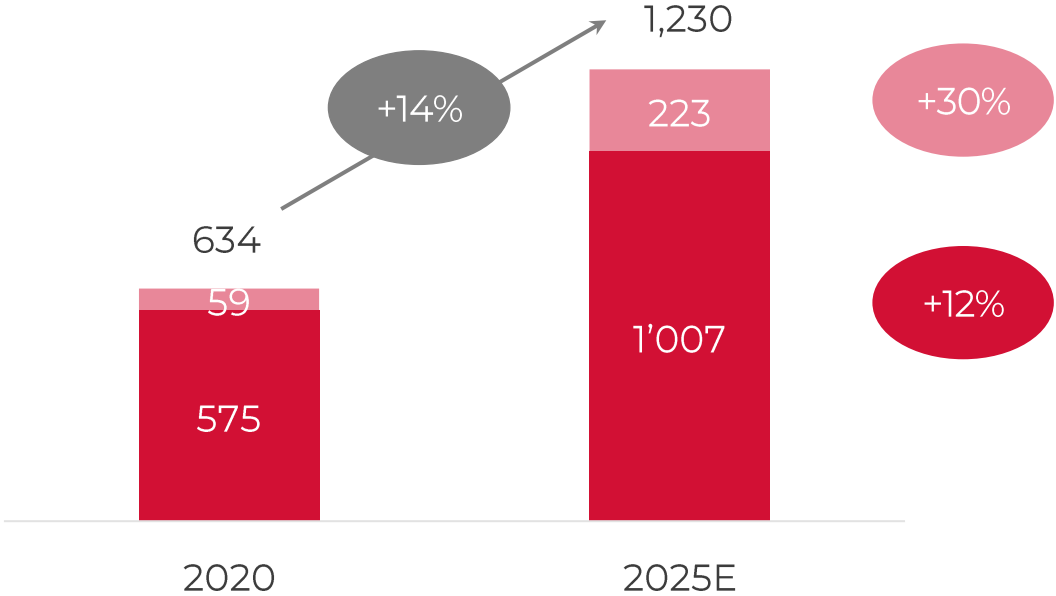
LARGE, HIGH-GROWTH ADDRESSABLE SOFTWARE & CLOUD MARKET



GLOBAL SOFTWARE & PUBLIC CLOUD SPEND

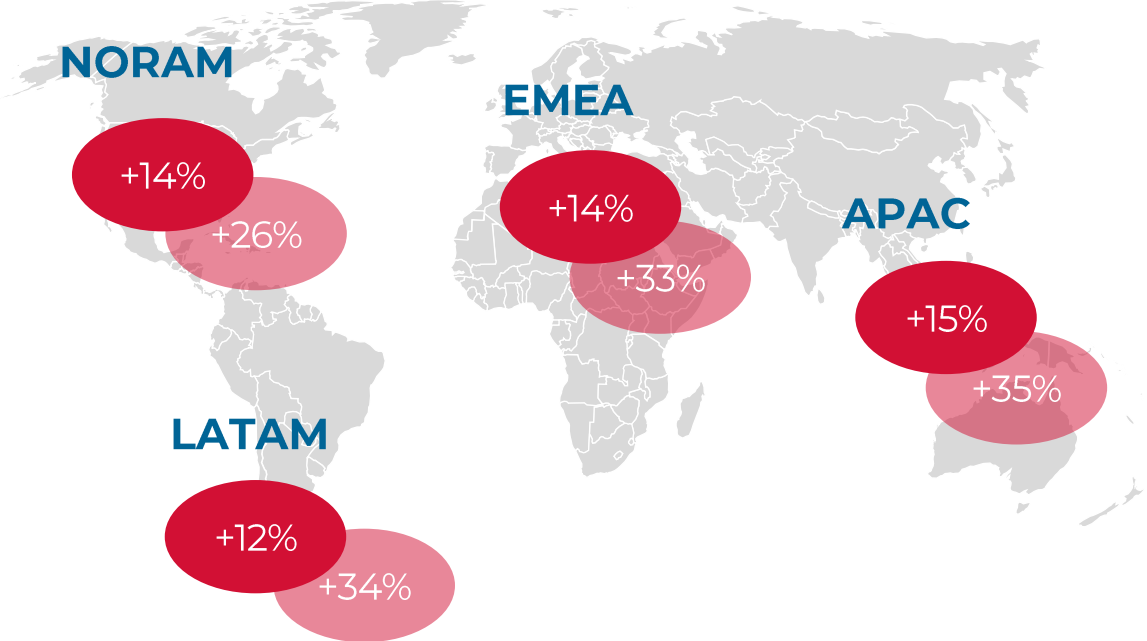
Market size (US\$bn)

CAGR (2020-25E)



GROWTH RATES BY GEOGRAPHY

Software & Public Cloud spend, CAGR (2020-25E)



Software
 Public cloud⁽¹⁾

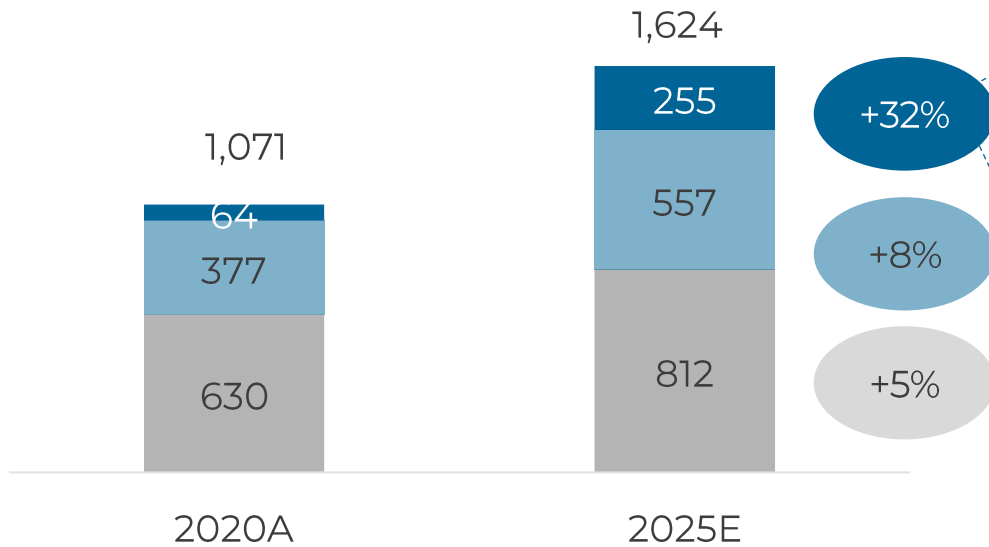
% CAGR (2020-25E)

FOCUS ON HIGH-GROWTH SEGMENTS OF IT SERVICES MARKET



GLOBAL IT SERVICES SPEND

Market size (US\$bn)



- ✓ 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

■ IaaS-related services
 ■ Other IT services segments

○ % CAGR (2020-25E)

ADDITIONAL INVESTMENTS IN OUR STRATEGIC GROWTH AREAS



KEY INVESTMENT DECISION DRIVERS

- 
Customer pain point

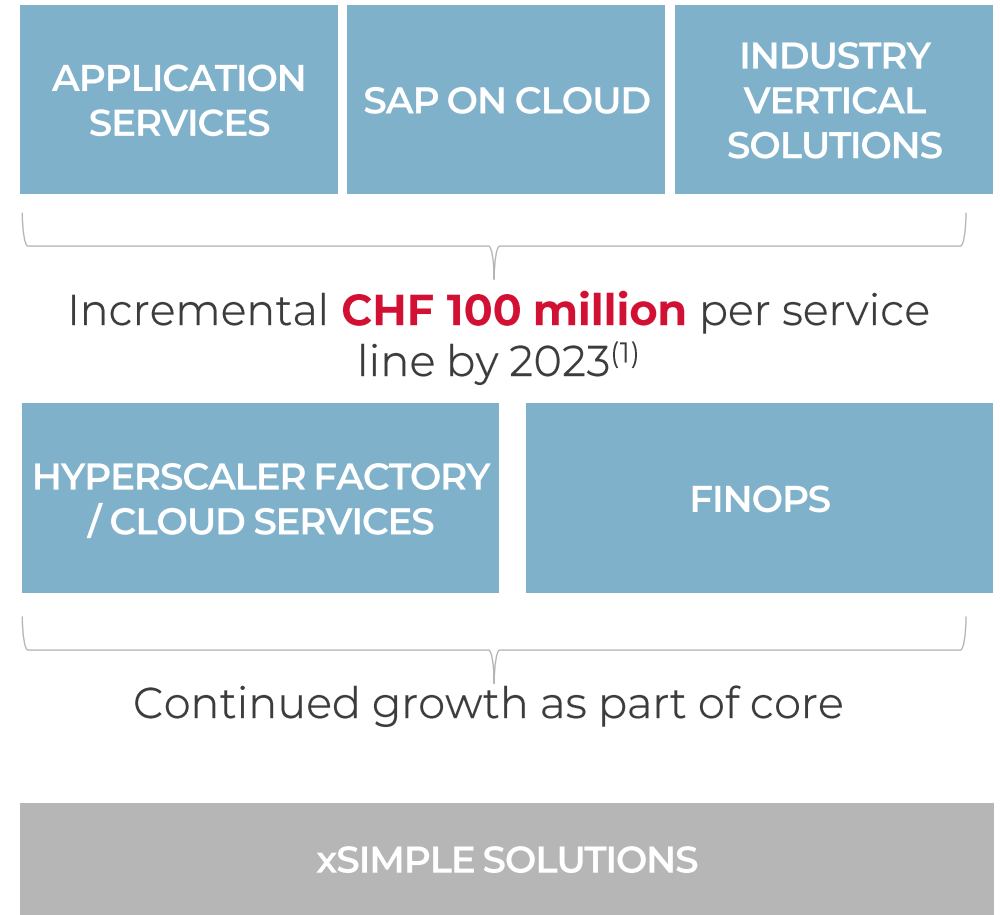
- 
Large and growing addressable market

- 
Areas of increasing technology adoption

- 
SoftwareONE organizational strength

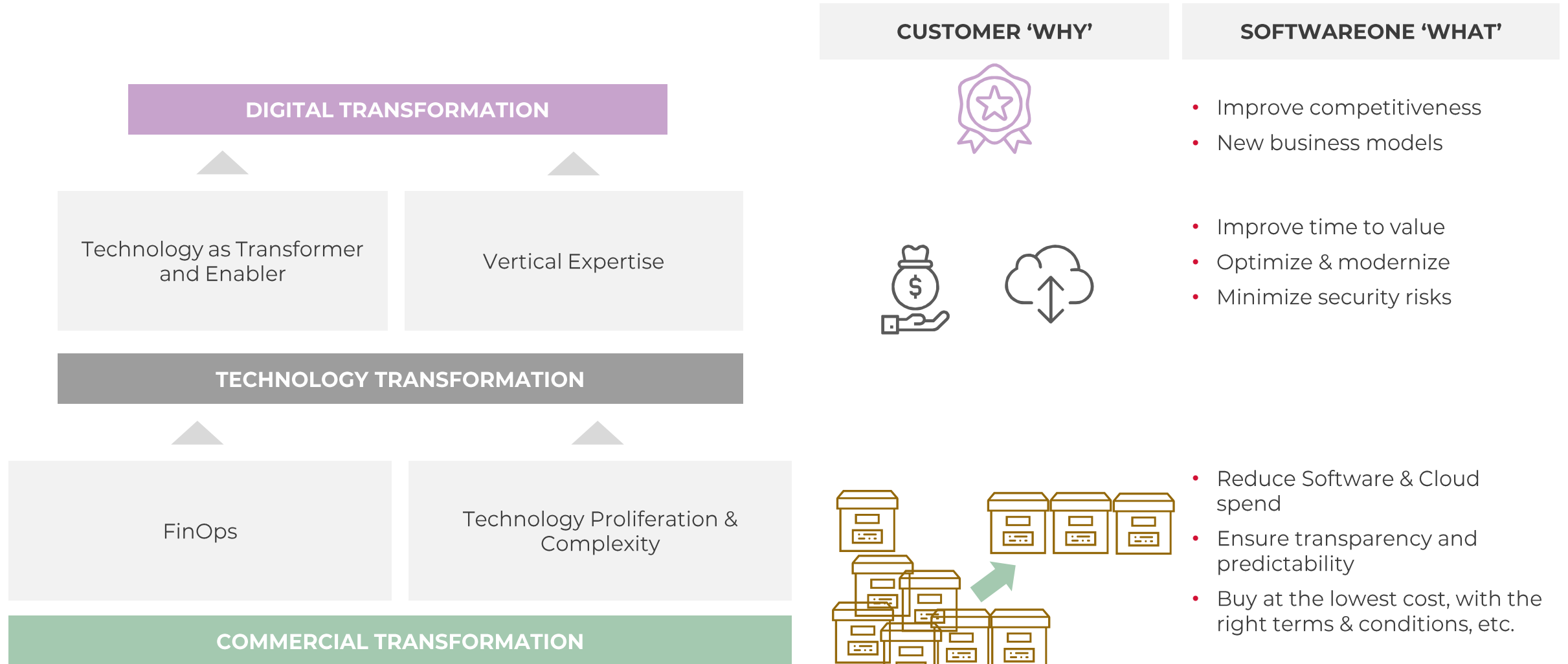
- 
SoftwareONE track record


STRATEGIC GROWTH AREAS



SUPPORTING CUSTOMERS FROM COMMERCIAL TO DIGITAL TRANSFORMATION

STRONG FOUNDATION IN COMMERCIAL TRANSFORMATION DRIVES TECHNOLOGY AND DIGITAL TRANSFORMATION



CUSTOMER 'WHY'



SOFTWAREONE 'WHAT'

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

SOLUTIONS & SERVICES

**CUSTOMER A:
EVERYDAY
PURCHASES**



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

SUPPORT SERVICES



PLATFORM



**CUSTOMER B:
LARGE INVESTMENT**



- ✓ Compliance
- ✓ Optimize spend
- ✓ Maximize value

PUBLISHER ADVISORY SERVICES

**CUSTOMER C:
MIGRATION TO
SAP ON CLOUD**



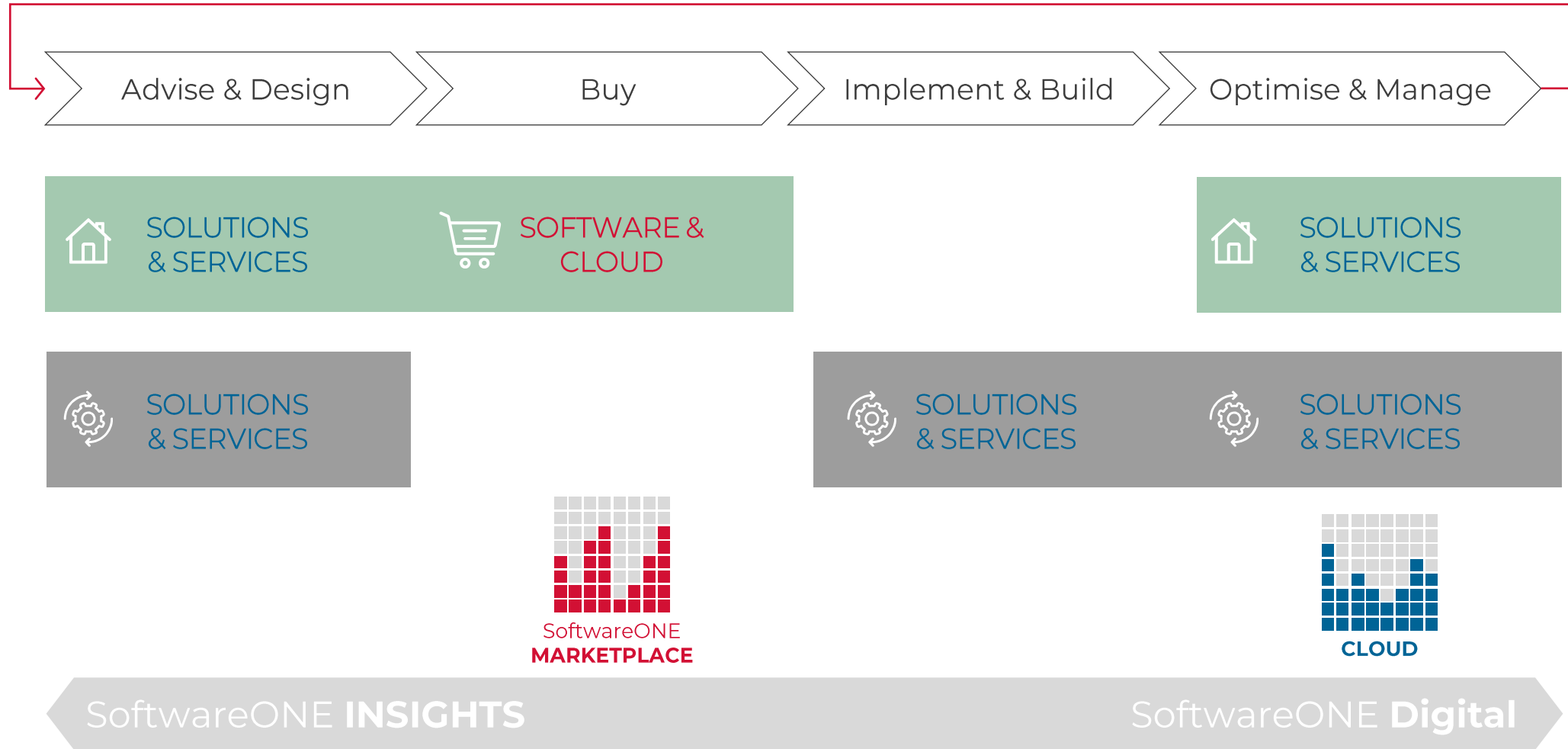
HYPERSCALER CLOUD CONSUMPTION



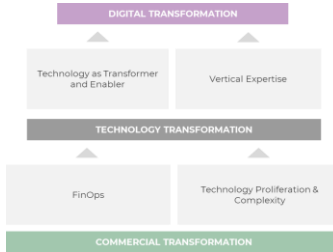
- ✓ Technical migration
- ✓ Managed service

SAP ON CLOUD / APPLICATION MODERNIZATION

'SEAT AT THE TABLE' WITH COMMERCIAL TRANSFORMATION, 'RIGHT TO WIN' THROUGH THE LIFECYCLE...

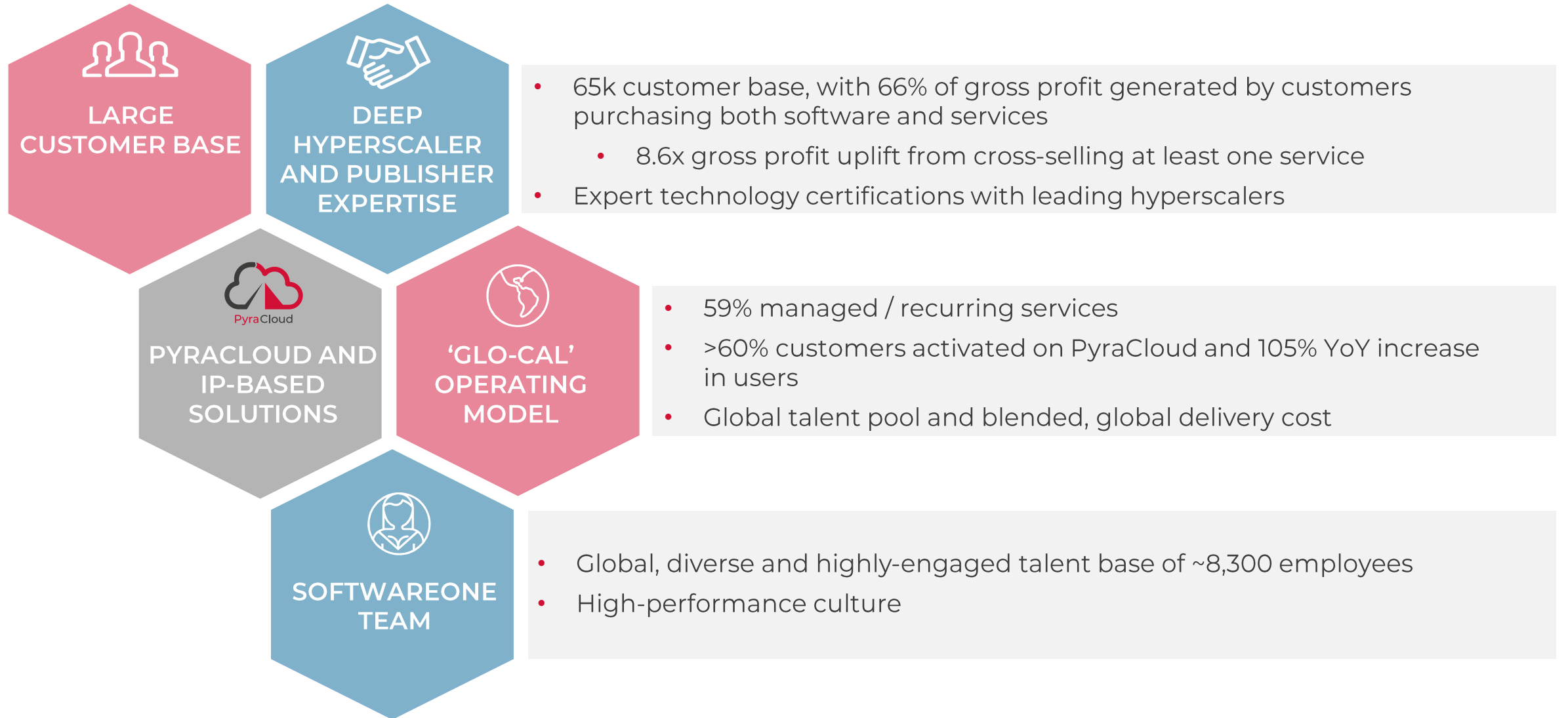


OUR UNIQUE VALUE PROPOSITION



PLAYER ARCHETYPE		END-TO-END VAR	COMMERCIAL	TECHNOLOGY SERVICES	DIGITAL TRANSFORMATION
softwareONE		✓ <i>Software & Cloud only</i>	✓	✓ Significant & growing offering	✓ Future growth
		Foundation			
Next Gen Digital Transformers		✗	✗	✗	✓
Traditional (VARs)		✓	✗	✓	✗
Public Cloud Solutions Providers		✗	✗	✓	✓
Global System Integrators (GSIs)		✓	✗	✓	✓
		Focused on large enterprise accounts			
Consultancies		✗	✓	✗	✓

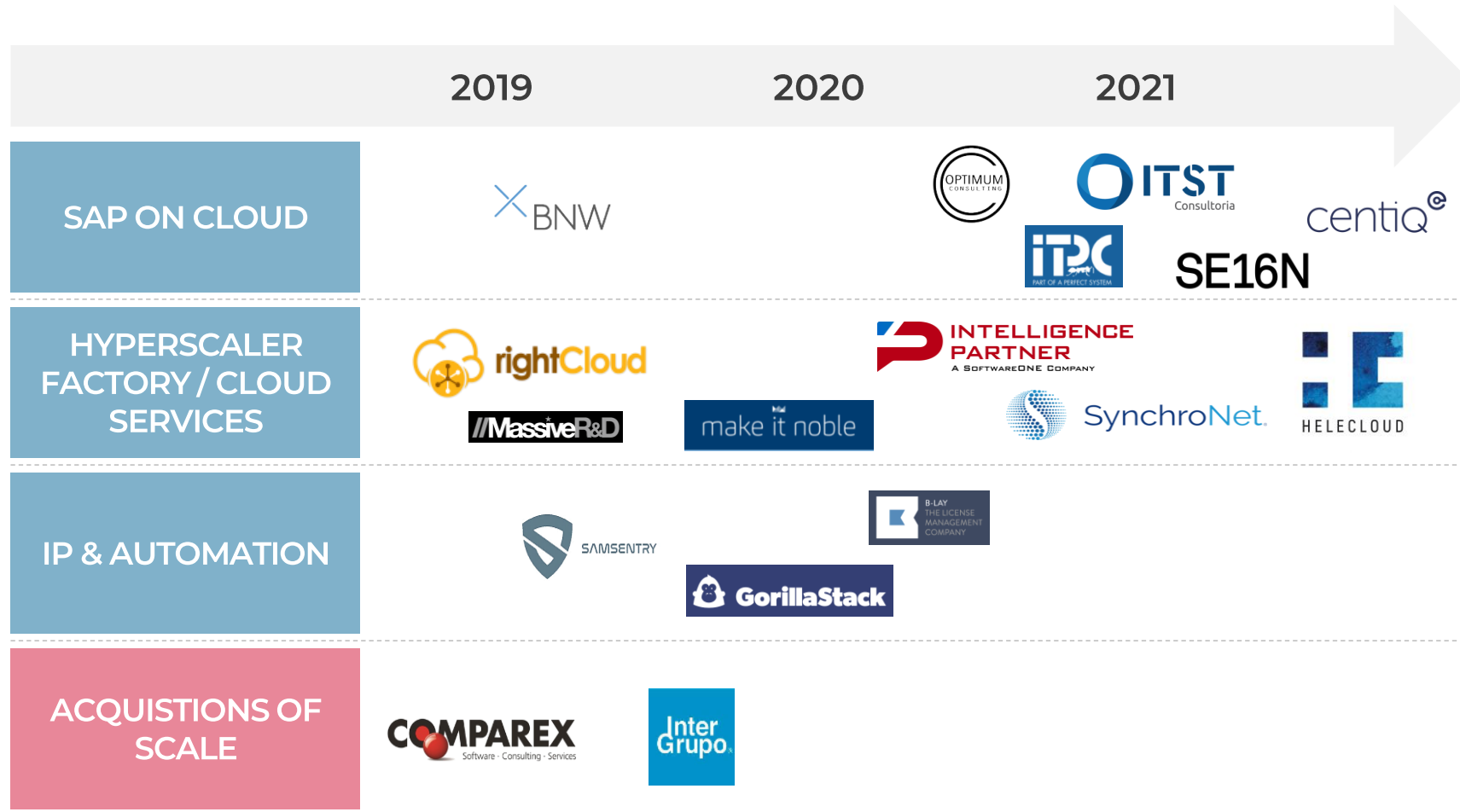
KEY INGREDIENTS OF SUCCESS



M&A APPROACH TO DELIVER VALUE CREATION



M&A ACCELERATES SOFTWAREONE PRACTICE-BUILDING



WHAT TO EXPECT

- Continued acquisitions to build out capabilities
 - 6-10 acquisitions per year
 - Ramp-up in profitability over 2-3 years to SoftwareONE margin level
-
- Continuously evaluating opportunities

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

03



**Dieter
Schlosser**

Chief Executive Officer

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



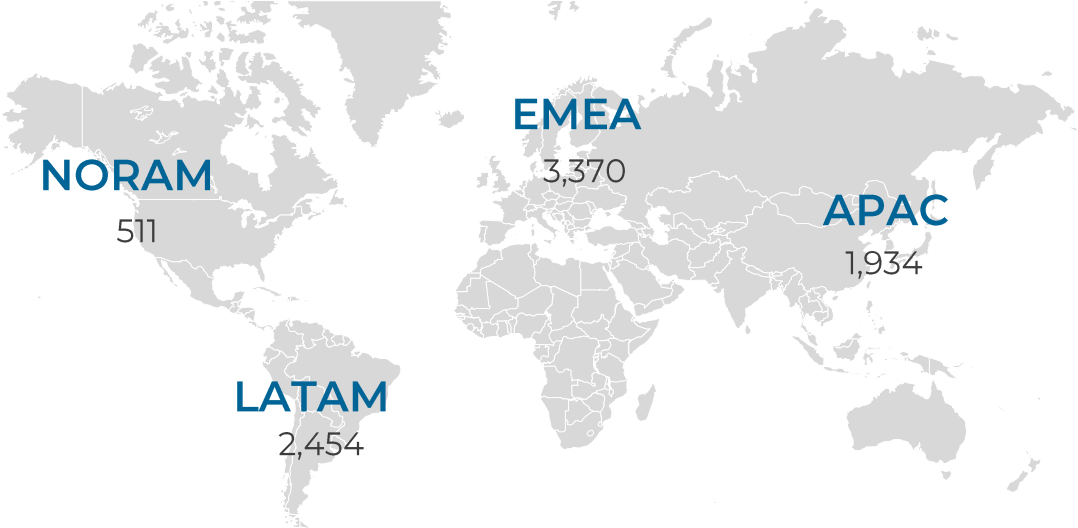
DISCIPLINE

In everything we do. We accept responsibility and deliver on all of our commitments

GLOBAL, DIVERSE AND HIGHLY QUALIFIED TALENT BASE

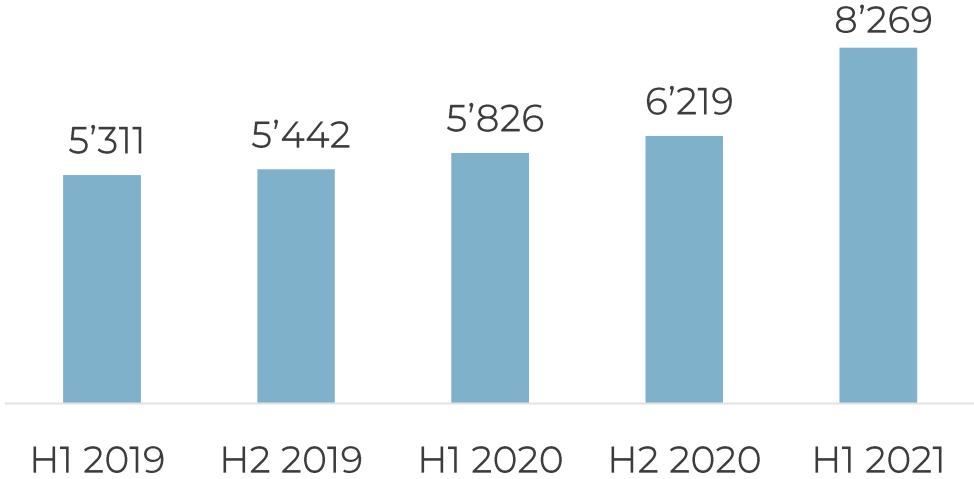
EMPLOYEE BREAKDOWN BY REGION

No. of FTEs⁽¹⁾



GROWTH IN EMPLOYEE BASE OVER TIME

No. of FTEs



8,269
FTEs⁽¹⁾

82
Nationalities

7
Core values

3,500+
Experts in core technology

63% Male
37% Female

4.7 years
Average tenure

(1) As per 31 June 2021

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

YOUR VOICE COUNTS



LET US KNOW
WHAT'S ON YOUR MIND

by completing our engagement survey

SEPTEMBER 15th 2021

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

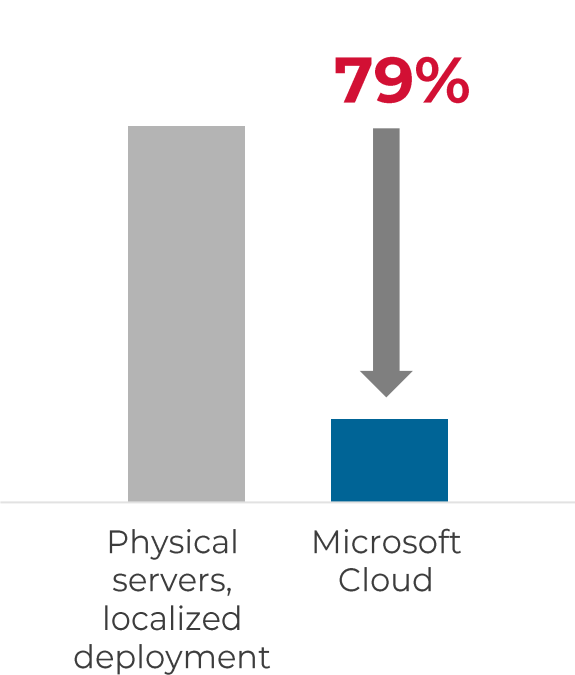
- ✓ **Independence of Board of Directors**
- ✓ **Transparent disclosure** on executive compensation and KPI framework
- ✓ Established **codes of conducts**
- ✓ **Internal control report**: SOC2 Type II
- ✓ **ISO certified** on Quality, on Information Security in eleven markets and on Information Security Controls for Cloud Services in three markets

COMBINING BUSINESS OBJECTIVES WITH PURPOSE

CLOUD MIGRATION DRIVES ENERGY EFFICIENCY AND CARBON SAVINGS

ENERGY

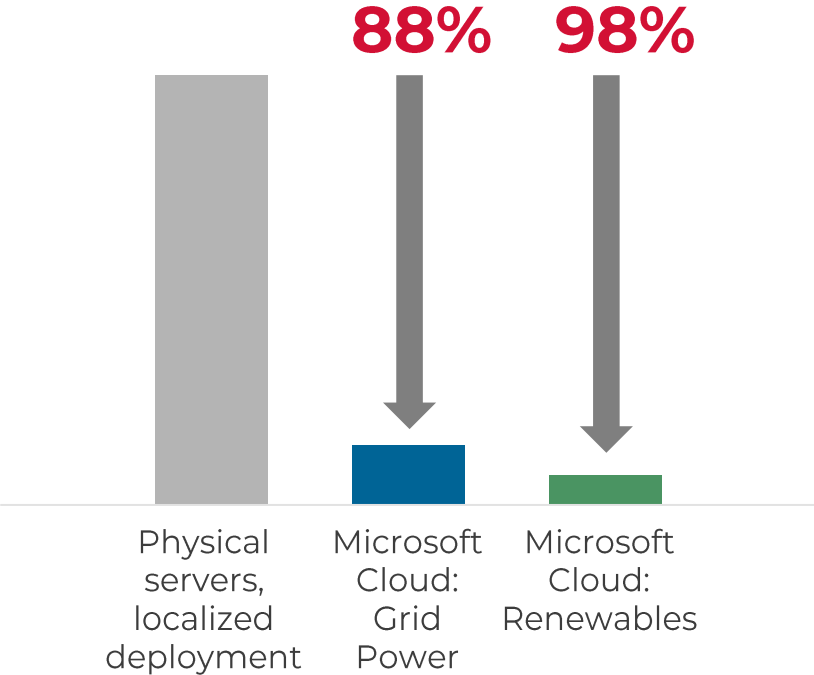
Electricity / core-hour



✓ **79%** increase in energy efficiency

LIFE CYCLE EMISSIONS

kgCO2e / core-hour



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



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

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

INTRODUCTION



Rodolfo Savitzky

Chief Financial Officer
(Effective 1 Jan 2022)

COFFEE BREAK

04

GROWTH AND DIGITIZATION OF SOFTWARE & CLOUD



Neil Lomax

President of Sales

WELL-POSITIONED TO DELIVER BOTH CUSTOMER AND VENDOR VALUE

END-CUSTOMERS

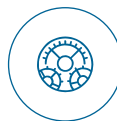
Focus on best **outcome-based solutions** in an increasingly complex IT environment, **best price, right location**

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**

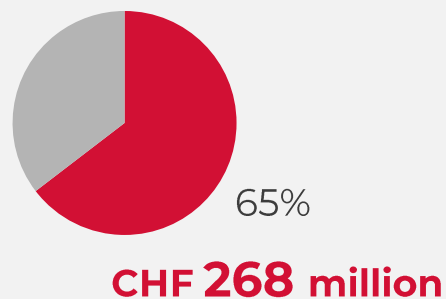


Growing customer adoption / usage of cloud services

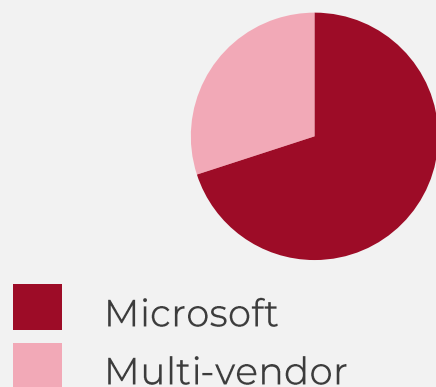
SOFTWARE & CLOUD AT A GLANCE

KEY FINANCIALS

Gross profit as % Group, H1 2021



Gross profit by vendor, H1 2021



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)

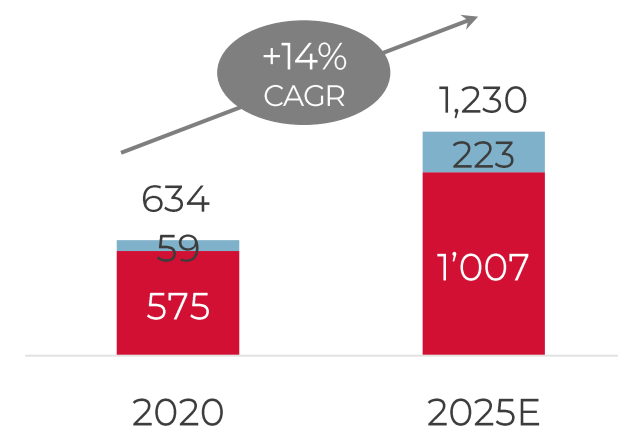


Providing local currency and tax visibility on global scale and in a centralised location

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)



Source: Gartner

(1) Corresponds to laas spend

MICROSOFT AND SOFTWAREONE – AN ONGOING JOINT SUCCESS STORY



30+

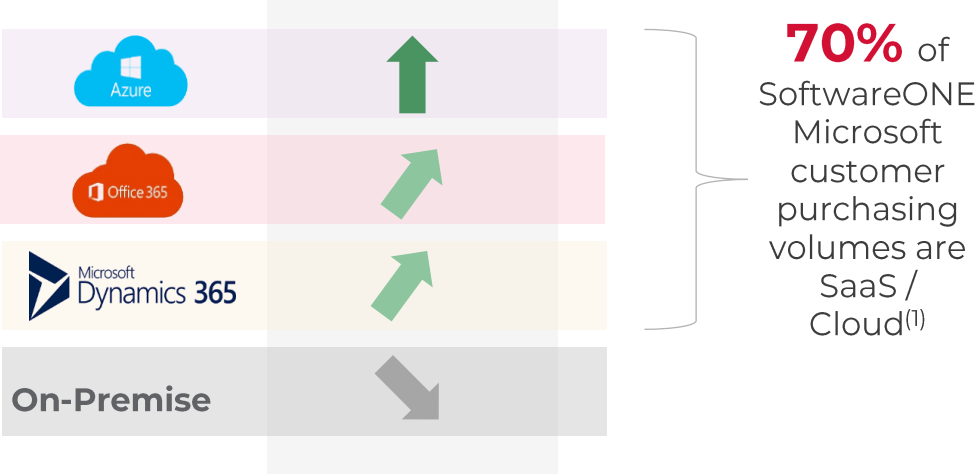
Year relationship



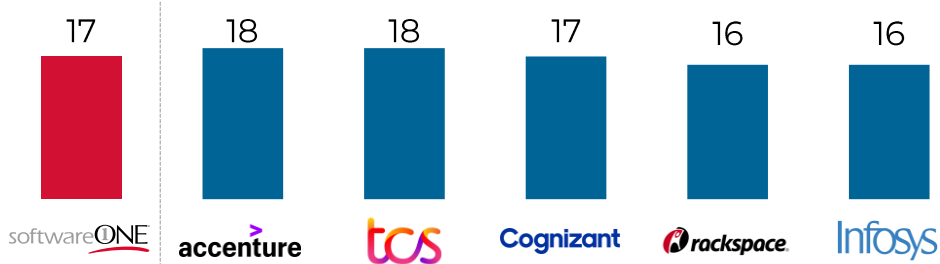
Amy Hood, CFO of Microsoft as executive sponsor



GROWTH OUTLOOK



MICROSOFT GOLD COMPETENCIES ACROSS ECOSYSTEM






Source: Microsoft

(1) As per 30 June 2021

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 InterGrupo for **application services**
- **SoftwareONE Academy** – the talent smiths for our future workforce
- **>1,500 certified consultants across Microsoft clouds**

CLEAR GROWTH DRIVERS ACROSS ALL MICROSOFT SEGMENTS

	RECENT TRENDS	SOFTWAREONE GROWTH DRIVERS
 ENTERPRISES	<ul style="list-style-type: none">• Strong growth during COVID-19• Lower margin business	<ul style="list-style-type: none">• Continued revenue growth• Market consolidation<ul style="list-style-type: none">• PyraCloud as differentiator• Advisory services• Digital supply chain
 PUBLIC SECTOR	<ul style="list-style-type: none">• Strong growth during COVID-19• Small for SoftwareONE• Lower margin business	
 SMEs	<ul style="list-style-type: none">• Strategic growth segment, but impacted during COVID-19• Higher margin business	<ul style="list-style-type: none">• xSimple solutions to address shift to pay-as-you-go

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

High growth
(>70% YoY gross profit growth)⁽¹⁾

xSimple Bundles

Highly scalable

DIFFERENTIATORS

- ✓ 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

PAY-AS-YOU-GO: INDICATIVE EXAMPLE

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

GROSS PROFIT ALLOCATION

COMMITMENT BUYING⁽¹⁾

PAY-AS-YOU-GO⁽²⁾

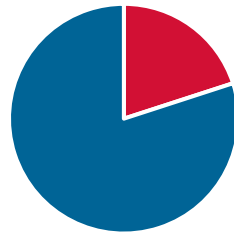
MONTH 1

Software & Cloud
100%



~\$60

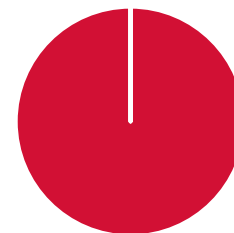
Solutions & Services
80%



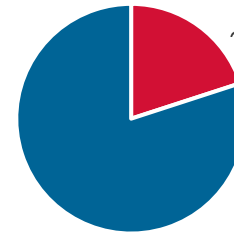
~\$15

Software & Cloud
20%

END OF YEAR 1



~\$60

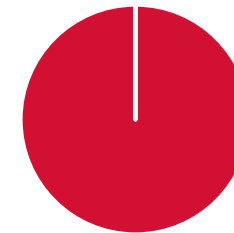


~\$180

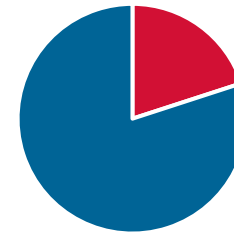
For S&C:
20 months
break-even

~\$36

CUMULATIVE 3 YEARS



~\$90 over
three years



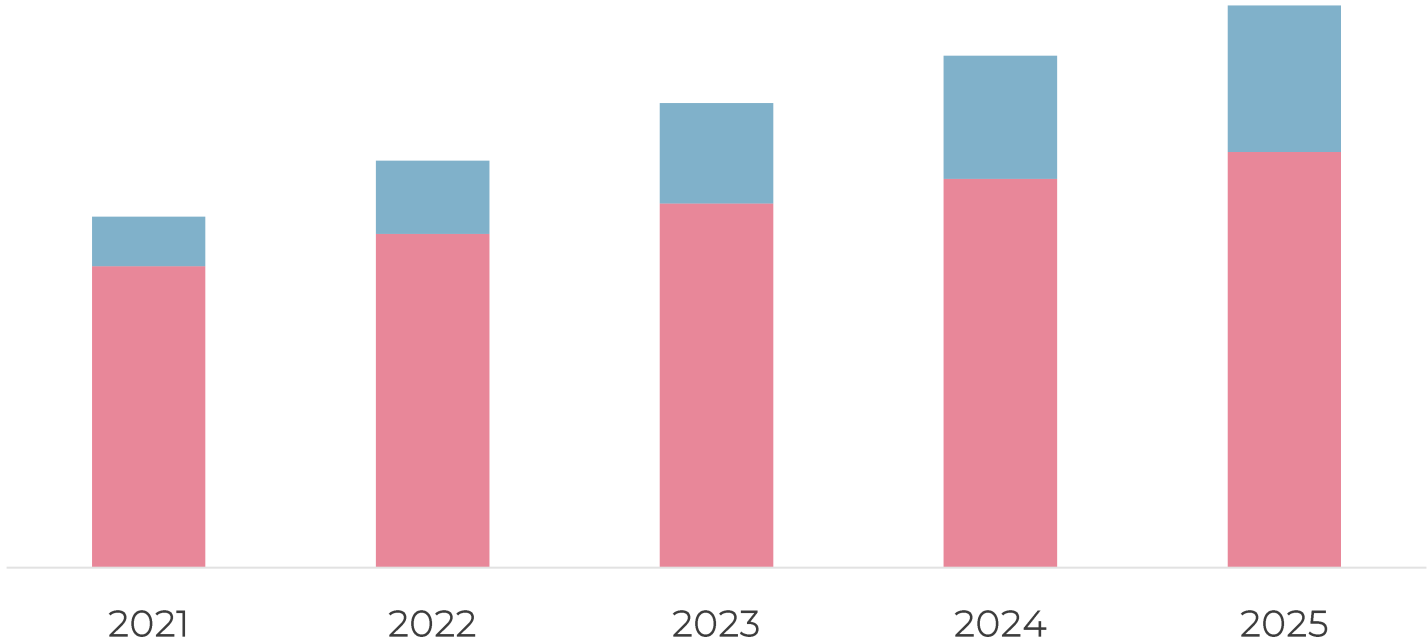
>\$500 over three years

Up to 6x
gross profit
value

- (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 & proactive 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



Microsoft (booked in Software & Cloud)

xSimples (booked in Solutions & Services)

SOFTWAREONE GROWTH DRIVERS

Enterprise & Public Sector

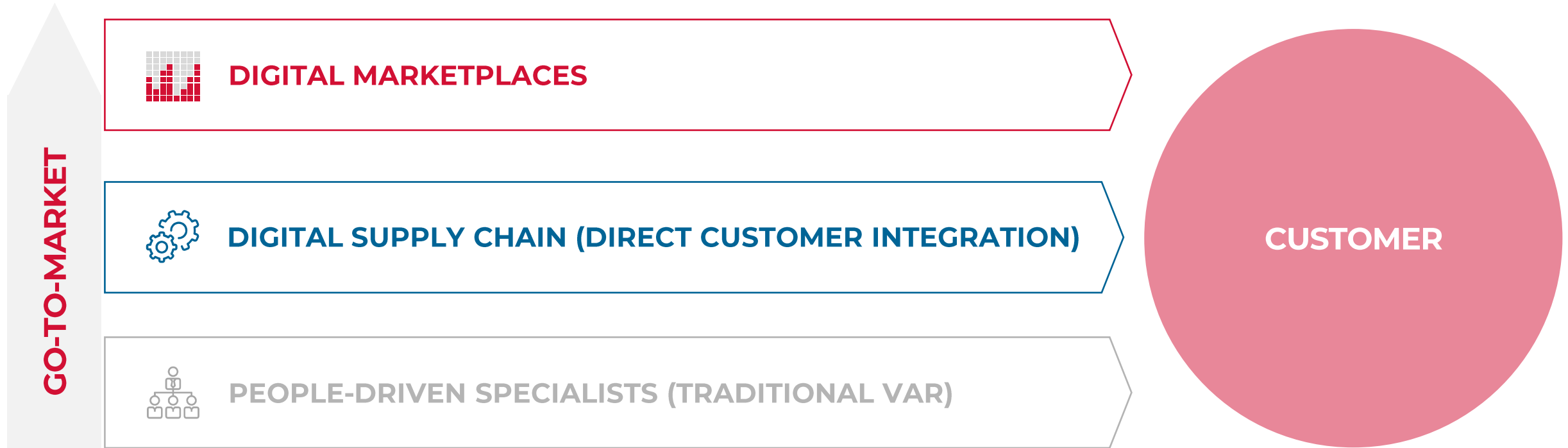
- Continued revenue growth
- Market consolidation

SME

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

THREE KEY GO-TO-MARKET APPROACHES FOR SOFTWARE & CLOUD

OUR FOCUS IS ON DIGITAL SUPPLY CHAIN AND MARKETPLACE

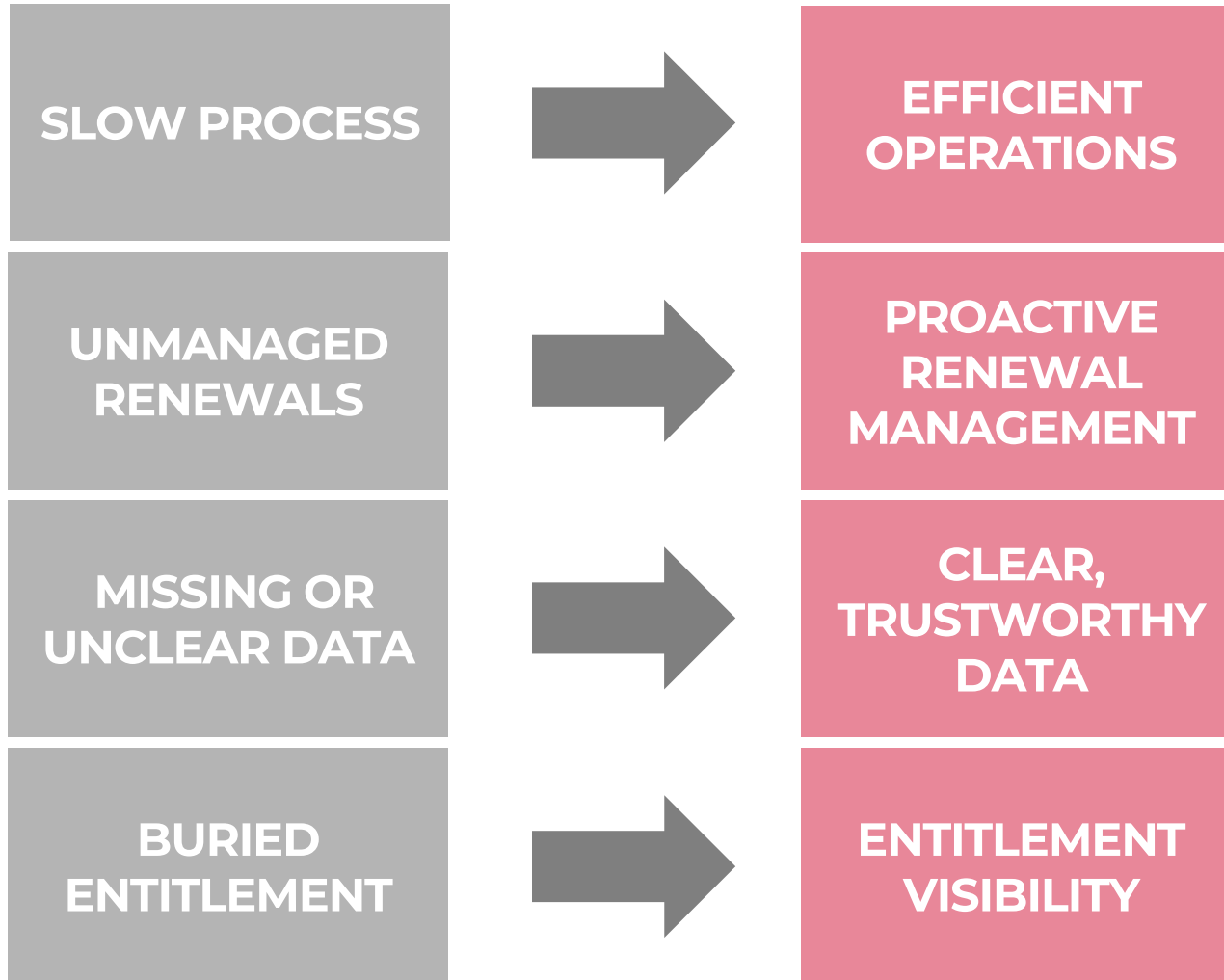


DIGITAL SUPPLY CHAIN SERVICES



OLD

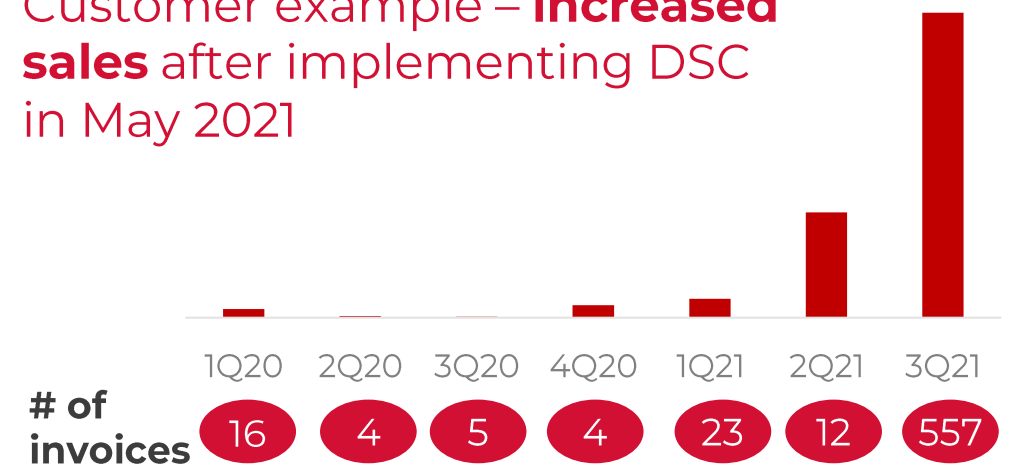
DIGITAL



"...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



ONE OF THE LARGEST SOFTWARE & CLOUD MARKETPLACES GLOBALLY

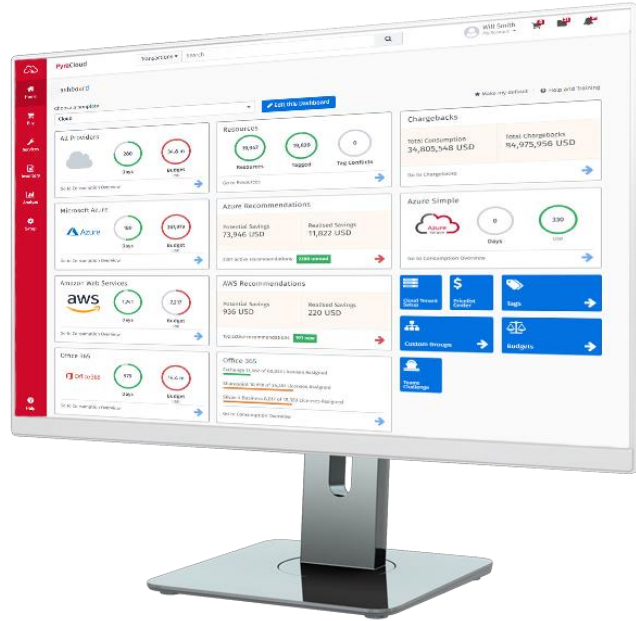


7,500+ vendor relationships



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



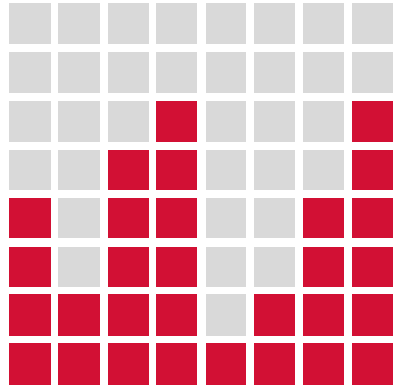
Track, control and predict your cloud spend across multiple providers



Identify cost saving opportunities across the entire software estate

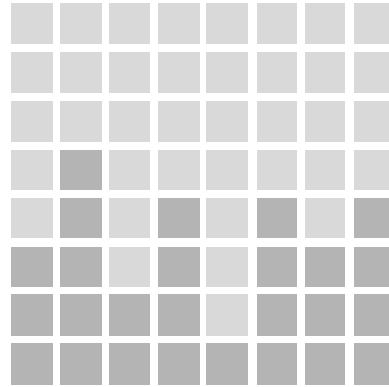
PYRACLOUD – OUR PROPRIETARY PLATFORM

BASED ON THREE PILLARS AND POWERED BY INSIGHTS TO DRIVE DIGITIZATION OF SOFTWARE & CLOUD



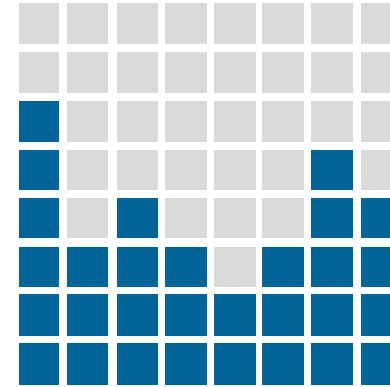
SoftwareONE MARKETPLACE

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



~60%
of customers
on
PyraCloud⁽¹⁾



+105%
YoY increase
in PyraCloud
users⁽¹⁾

SoftwareONE **INSIGHTS**

PYRACLOUD DEMO

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

05



**Bernd
Schlotter**

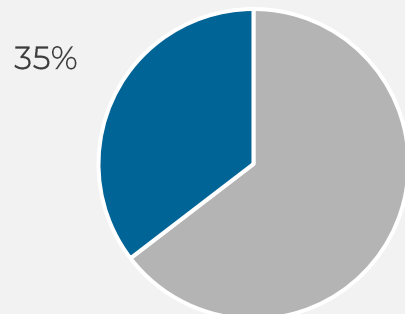
President of Services

BUILDING THE NEXT GEN SOLUTIONS & SERVICES LEADER

SOLUTIONS & SERVICES AT A GLANCE

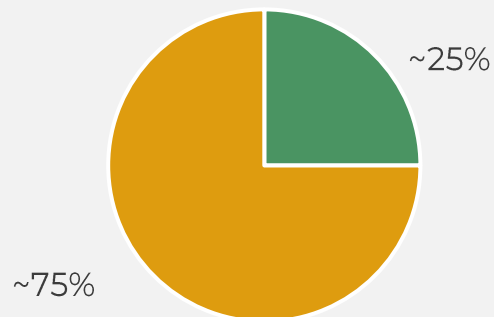
GROSS PROFIT BREAKDOWN



% of H1 2021 Group gross profit



CHF 146.7 million⁽¹⁾

By service category, H1 2021



-  Technology Transformation
-  Commercial Transformation

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

SOLUTIONS & SERVICES - TODAY

Opportunity & Customer Pain Points

SoftwareONE 'Right To Play & Win'

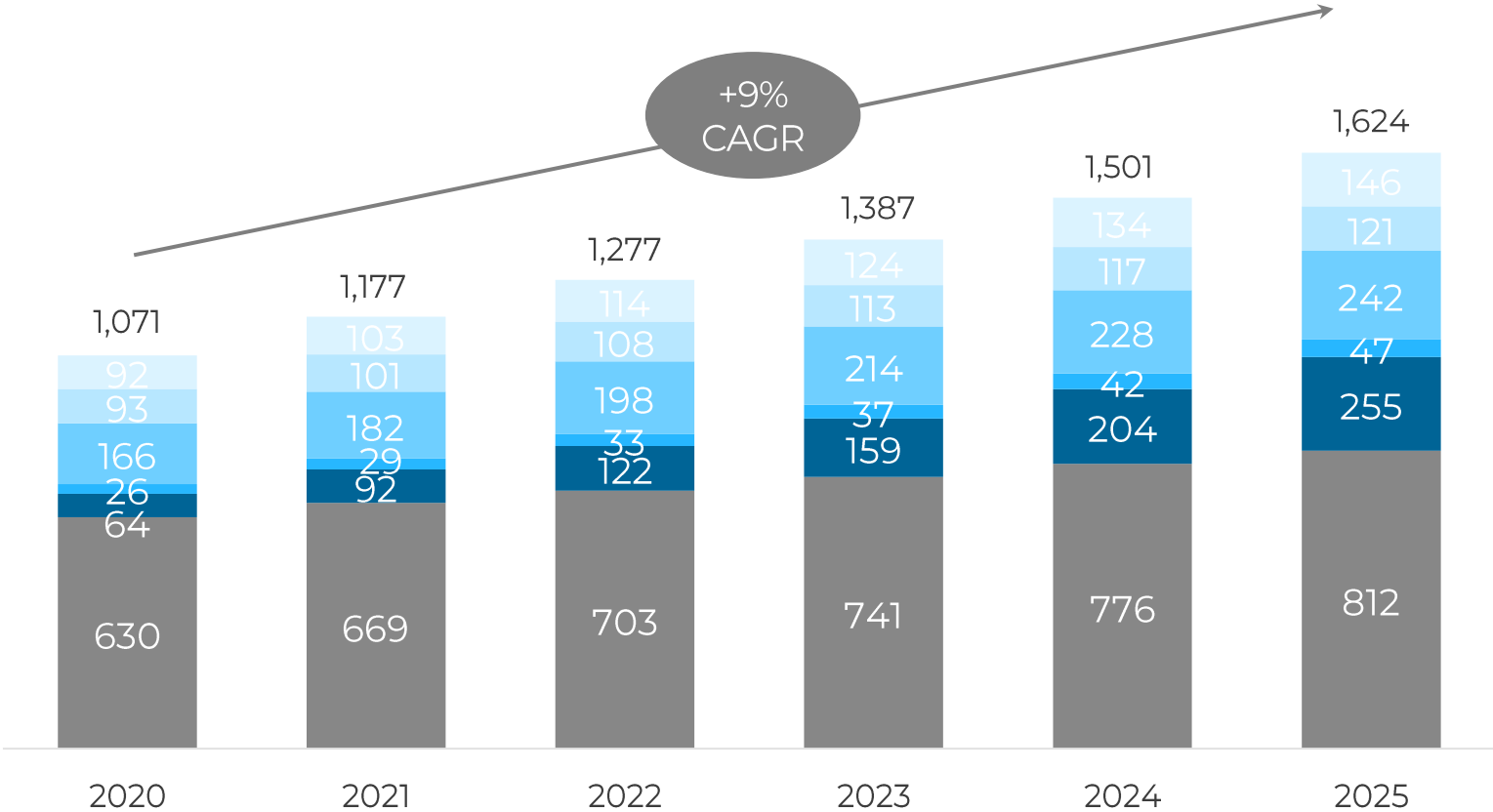
Strategic Portfolio

Profitable Growth

CLOUD INFRASTRUCTURE-RELATED SERVICES SEGMENT EXCEEDING 30% YOY GROWTH

GLOBAL IT SERVICES MARKET

Market size (US\$bn)



CAGR 2020-2025E

- Technology Consulting +10%
- Application Managed Services +5%
- Application Implementation +8%
- Managed Services for Cloud and Edge Environments +13%
- Infrastructure as a Service (IaaS) +32%
- All other segments +5%

CLOUD CHALLENGES CREATING SERVICES OPPORTUNITIES

KEY CLOUD CHALLENGES

SECURITY

MANAGING MULTI-CLOUD

CLOUD MIGRATION

LACK OF RESOURCES / EXPERTISE

MANAGING CLOUD SPEND

GOVERNANCE

COMPLIANCE

MANAGING BYOL

30% of cloud spend is estimated to be wasted

92% of enterprises use multi-cloud

80% taking a hybrid cloud approach

31% Spend >12m per year

55% Enterprise workloads expected in public cloud within 1 year

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

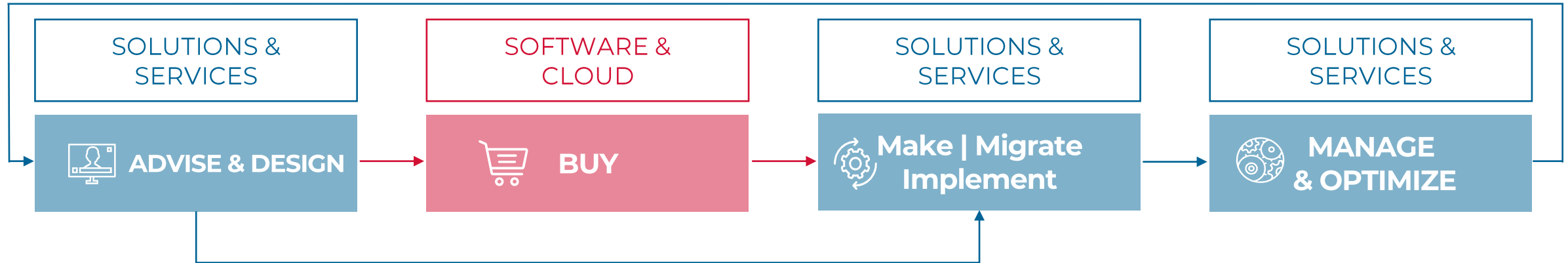


- **No legacy** services business
- Portfolio **built for the cloud**

SOLUTIONS & SERVICES TOGETHER WITH SOFTWARE & CLOUD ESTABLISH OUR 'RIGHT TO WIN'



DESIGN, MAKE OR BUY, MIGRATE AND OPERATE

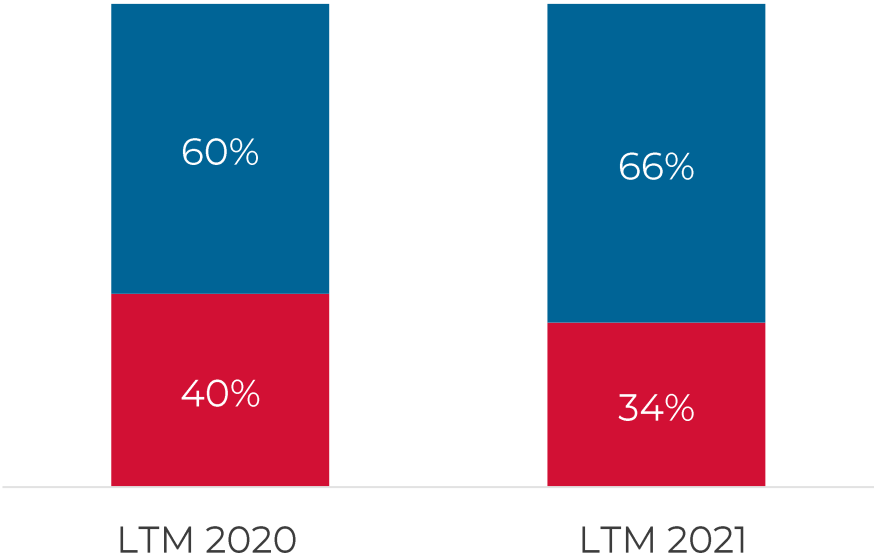


INCREASING PENETRATION OF OUR SOFTWARE & CLOUD CUSTOMER BASE WITH SERVICES



GROSS PROFIT BREAKDOWN

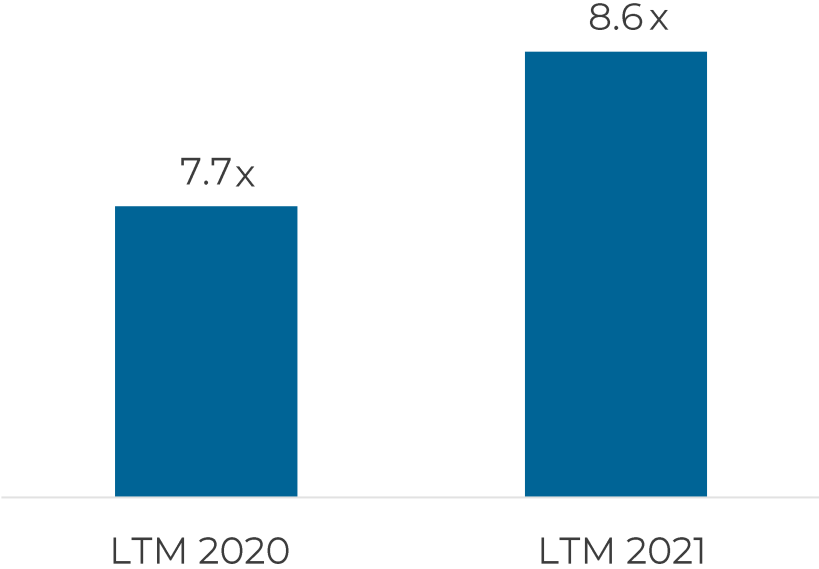
% of LTM gross profit



- Generated by customers purchasing both Software and Services
- Generated by Software-only customers

SPEND PER CUSTOMER

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



TURNING PROPRIETARY INSIGHTS INTO CUSTOMER RELEVANCE AND DIFFERENTIATED ABILITY TO SERVE



Zyncc

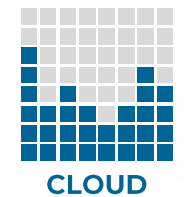


flexera

servicenow



Profiler



Intelligent
Data
Platform



Customer
Relevance

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



Customer
Insights

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

DIFFERENTIATED DIGITAL PLATFORM ENABLES CUSTOMER JOURNEYS



	Spend Management	Modernization Recommendations Application Database	Today's 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'

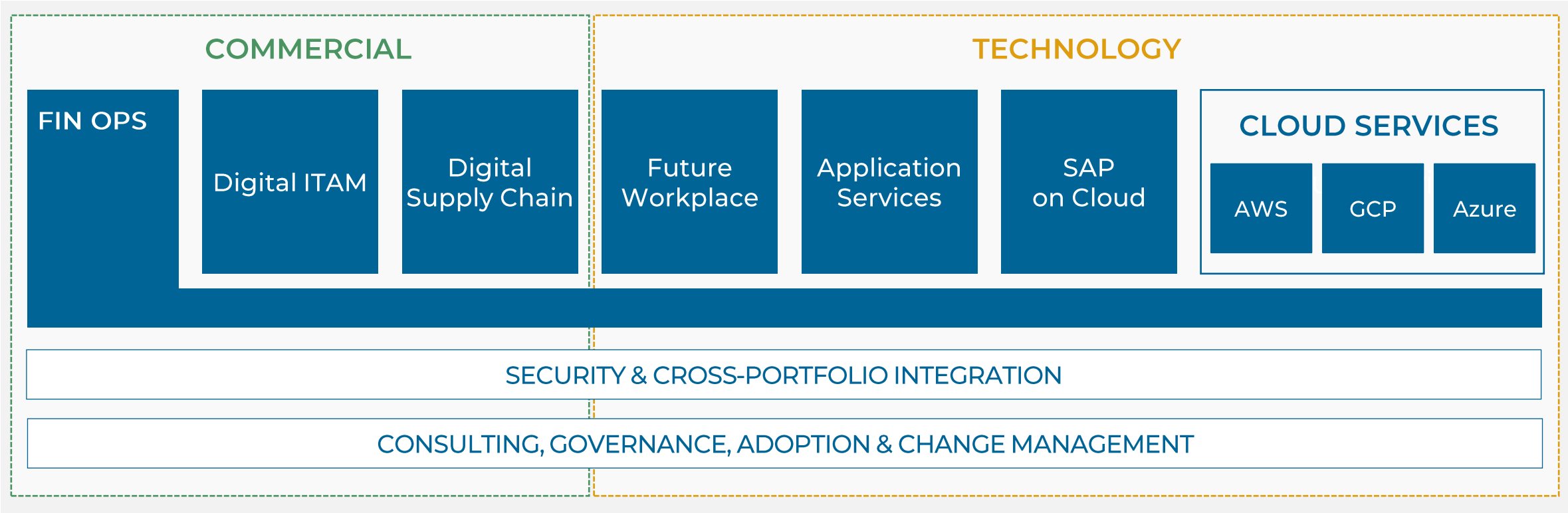
Strategic Portfolio

Profitable Growth

BORN IN THE CLOUD CAPABILITIES – FUTURE PROOF PORTFOLIO



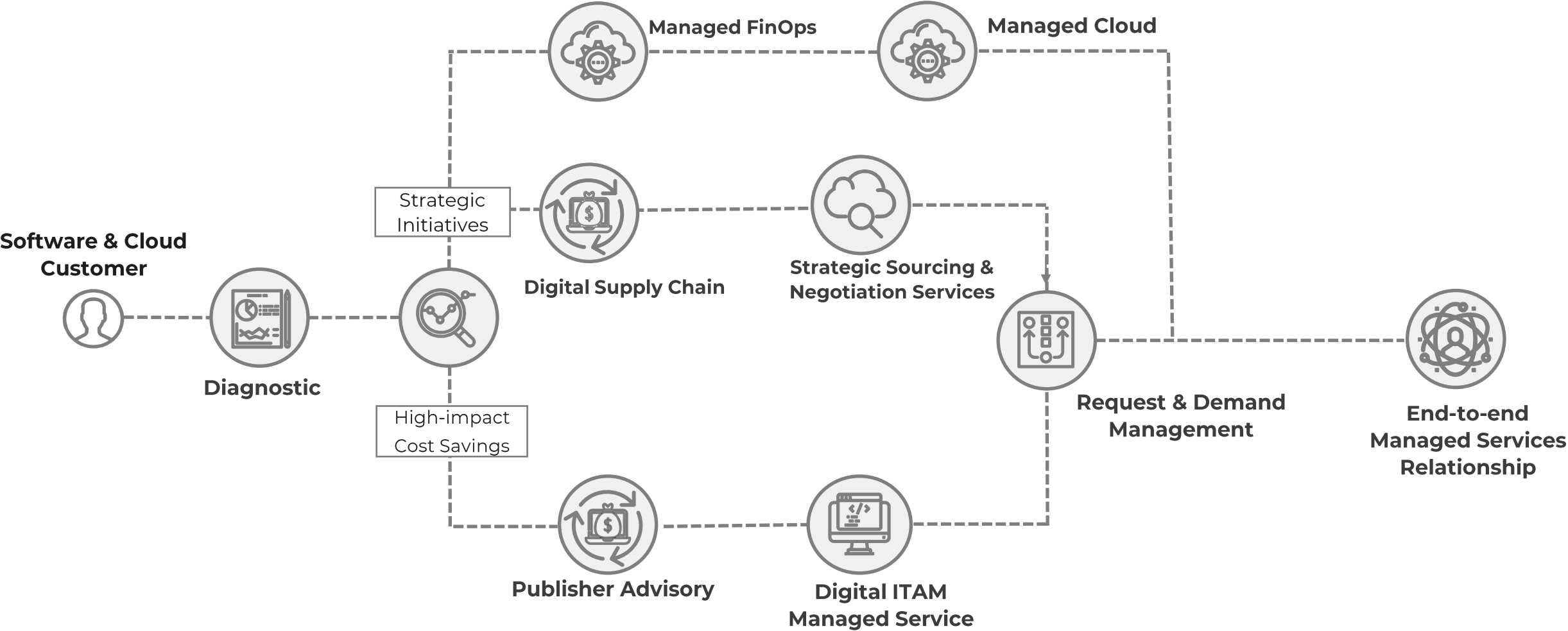
SOLUTIONS & SERVICES



CUSTOMER JOURNEY EXAMPLE

E2E COMMERCIAL TRANSFORMATION

FIN OPS	Digital IT Asset Management	Digital Supply Chain	Future Workplace	Application Services	SAP on Cloud	CLOUD SERVICES		
						AWS	GCP	Azure



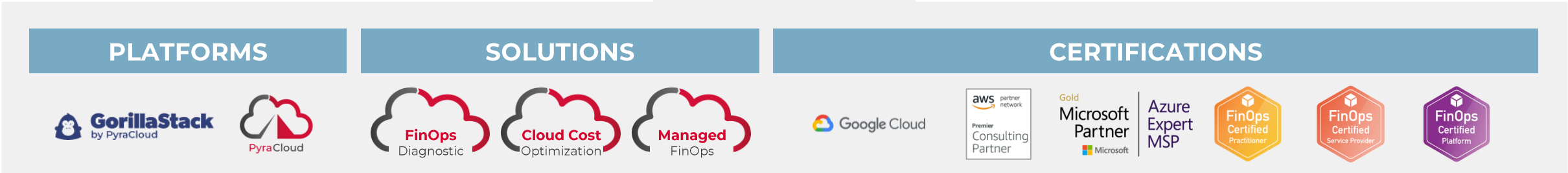
MANAGE AND REDUCE CLOUD SPEND WITH FINOPS



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

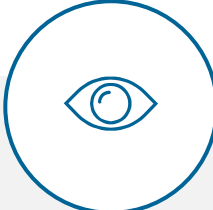
SELF-SERVICE REQUEST MANAGEMENT



CROSS-FUNCTIONAL BUSINESS ALIGNMENT



PROCESS OVERSIGHT



Provide pre-approved catalog with B2C like experience

Bring Business, IT, and Procurement onto the same page

Continuously improve process and governance, assure compliance



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

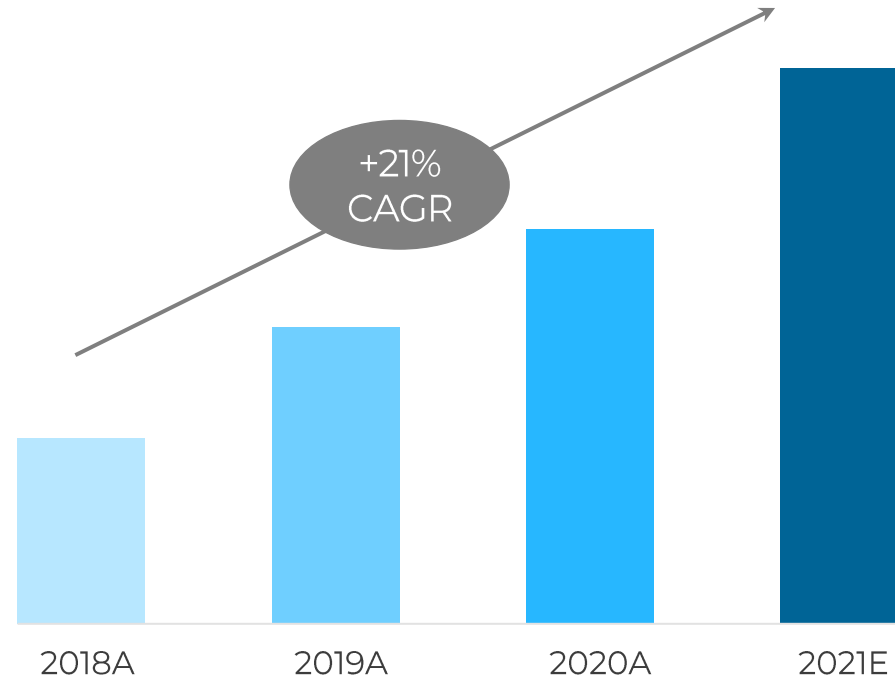


3,000+

Certifications

GROWTH OF OUR DIGITAL ITAM BUSINESS

Revenue, CHFm



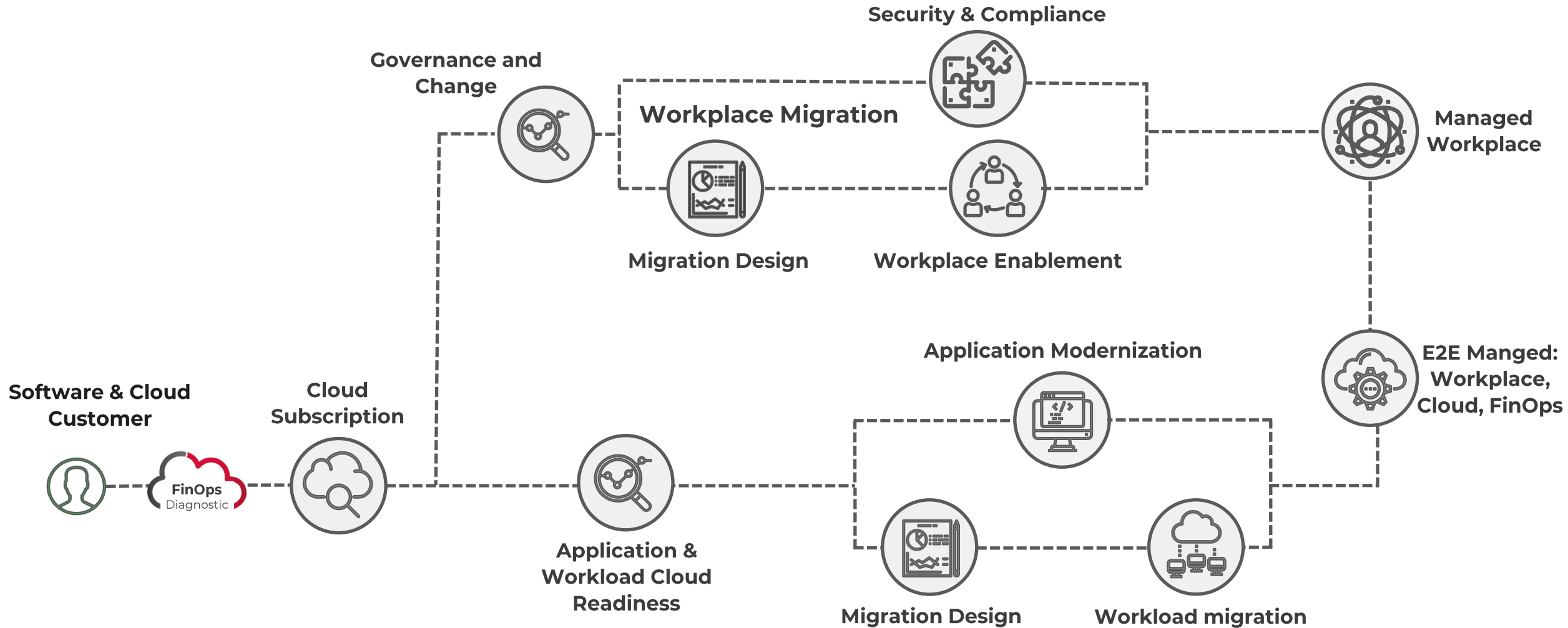
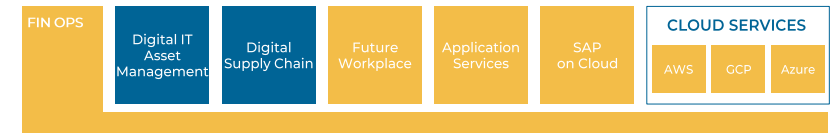
Gartner named SoftwareONE a **Leader in the 2021 Magic Quadrant for Software Asset Management (SAM) Managed Services** – for the second time in a row.



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

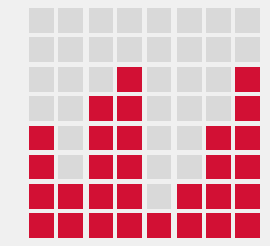
Threat Protection	Device Protection	Reduce Risk / Increase Availability
Data Protection	Identity Protection	
BackupSimple - M365 Backup for Business	BackupSimple - M365 and eDiscovery Backup for Business	
BackupSimple - Dynamics365 Backup		

Adoption and Change Management	Improve Productivity & Communications
Teams Essentials	
Meeting Rooms	
Voice Infrastructure	Managed UC
Managed UC	

FinOps for Productivity	Cost Control
-------------------------	--------------










Buy Complements

- Security
- Productivity
- Availability




**SoftwareONE
MARKETPLACE**




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	 Microsoft Partner  2021 Application Modernization Partner of the Year LATAM	

APPLICATION SERVICES PORTFOLIO



Advisory **Delivery** **Managed**

<p>Gold Microsoft Partner Azure Expert MSP </p>	<p>Microsoft Modernization of Web Applications Advanced Specialization</p>
<p> POWER PLATFORM</p>	<p>One of the largest O365 / Powerplatform customer base globally</p>
<p> Advanced Consulting Partner</p>	<p>AWS Advanced Consulting Partner</p>

SAP IN CLOUD – OUR OFFERING

FIN OPS	Digital IT Asset Management	Digital Supply Chain	Future Workplace	Application Services	SAP on Cloud	CLOUD SERVICES		
						AWS	GCP	Azure



**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 SAP on Azure Advanced Specialization

aws partner network

Advanced Consulting Partner

Migration

SAP

PREMIER Google Partner

EXCEPTIONAL GROWTH IN SAP ON CLOUD




195%
LTM revenue growth



40+
Active countries



85%
SAP and Azure certified workforce



x5
Experts growth LTM



99%
Staff retention from acquisitions



SAP® Recognized Expertise
SAP S/4HANA*



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

Discovery & Advisory Services



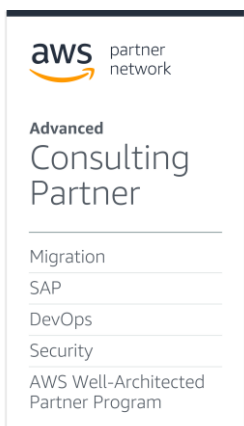
Cloud Migration
Application Discovery
Migration planning and design
Workload migration



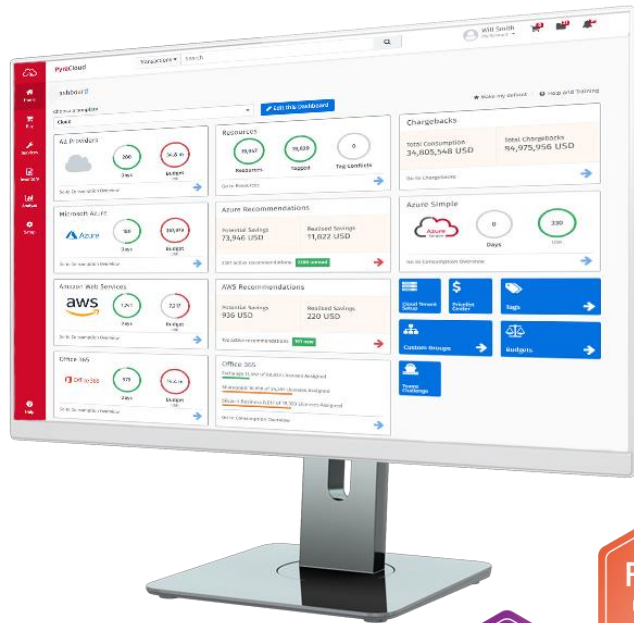
Managed Cloud Services



6.7M
Active Users



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

SCALE & INDUSTRIALIZATION

- **Modular Service** Catalog, **ML driven Configuration, automation**, economies of scale as our **service lines gain critical mass**

DELIVERY OPTIMIZATION

- Clear **accountability for remote**, federated off-shore delivery network, **IP driven delivery platform** on top of PyraCloud

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**



06

FINANCIAL PERFORMANCE



**Hans
Grüter**

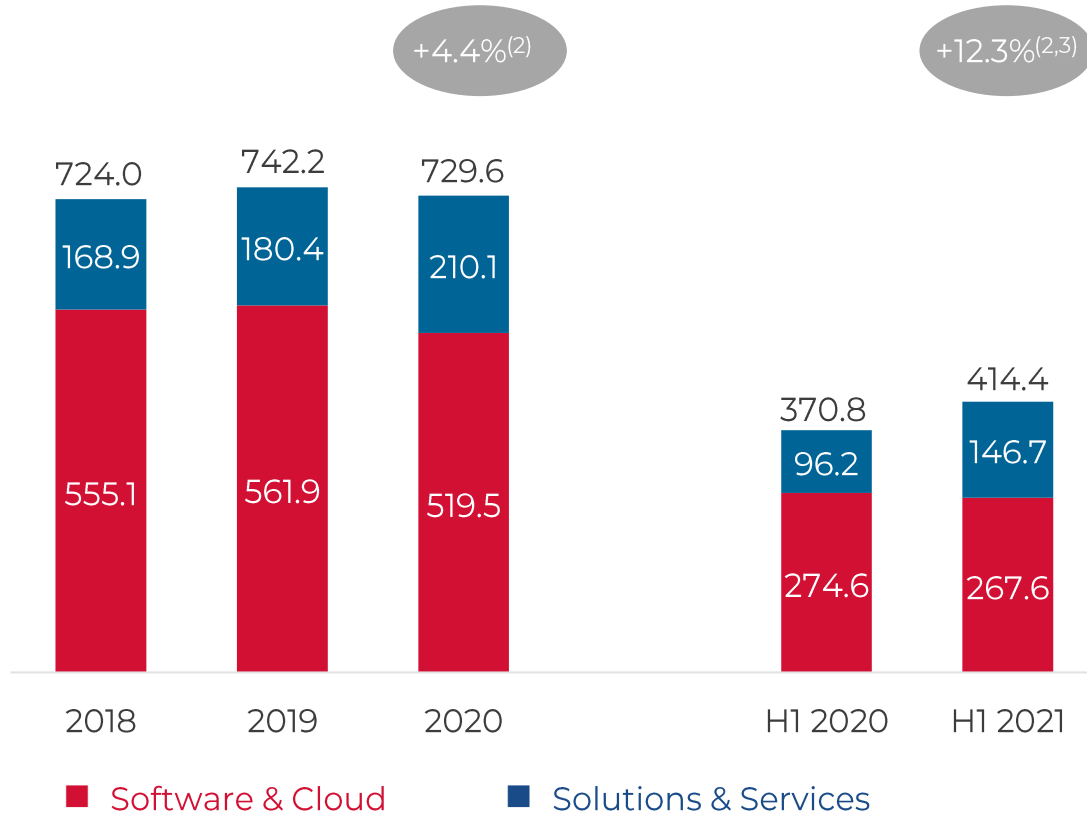
Chief Financial Officer

RETURN TO SOLID LEVEL OF GROWTH IN H1 2021

STRONG MOMENTUM IN SOLUTIONS & SERVICES WITH CONTINUED INCREASE IN PROPORTION OF RECURRING REVENUE

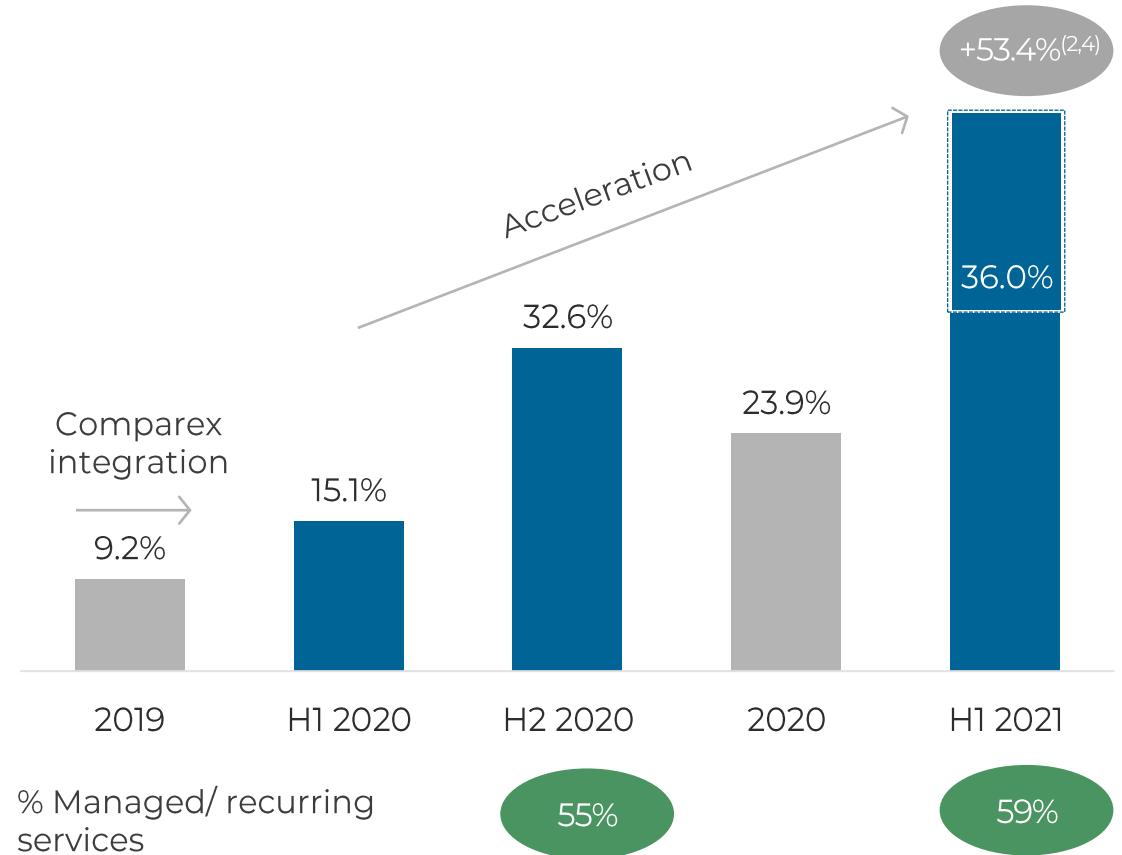
GROUP GROSS PROFIT⁽¹⁾

CHFm



SOLUTIONS & SERVICES GROSS PROFIT GROWTH⁽¹⁾

% YoY growth (ccy)



(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) InterGrupo contributed CHF 15.9 million of gross profit in H1 2021, corresponding to approximately 4% YoY growth for the group

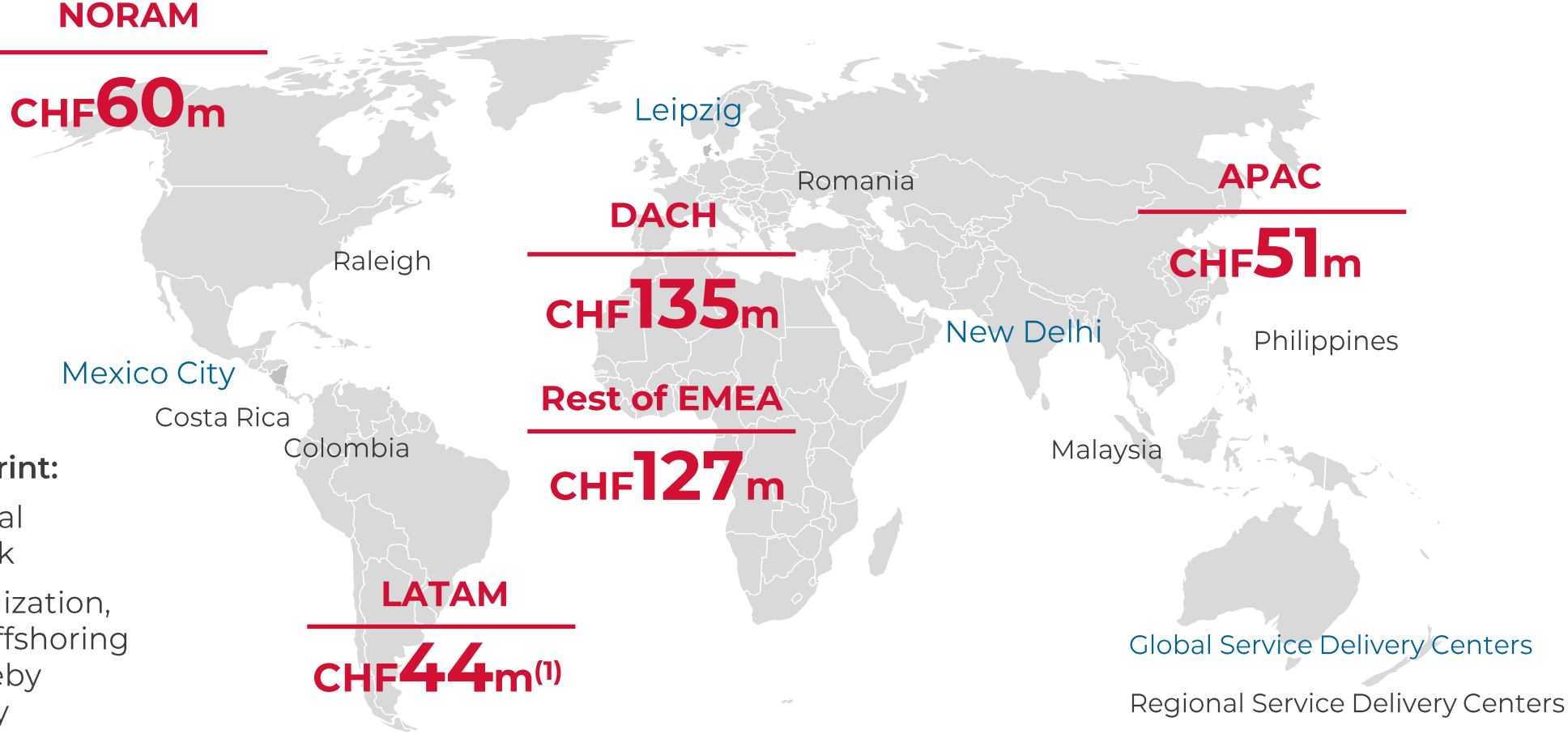
(4) Excluding InterGrupo, the gross profit growth rate in Solutions & Services corresponded to 36.0% YoY

GLOBALLY DIVERSIFIED BUSINESS

ACROSS GEOGRAPHY, CUSTOMERS AND SECTORS

GROSS PROFIT BY GEOGRAPHY

H1 2021, CHFm



Benefits of global footprint:

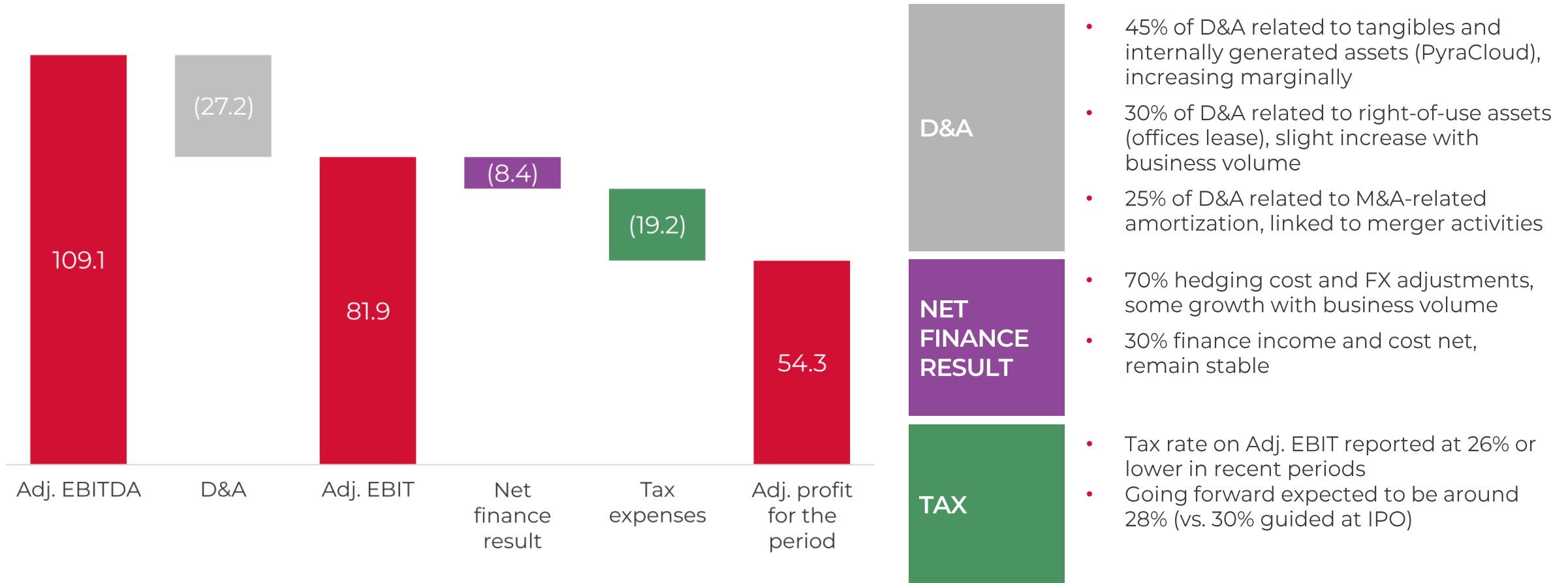
- ✓ Lower geographical concentration / risk
- ✓ Supports standardization, automation and offshoring of processes, thereby driving profitability

(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



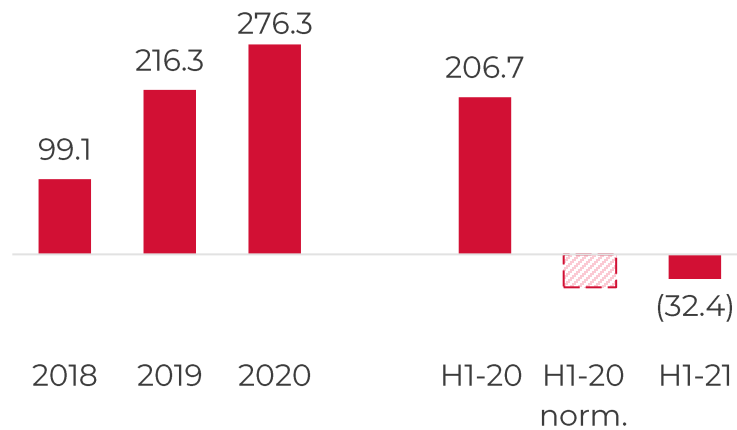
KEY DRIVERS

- 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)

STRONG CASH FLOW GENERATION

CASH FLOW FROM OPERATING ACTIVITIES⁽¹⁾

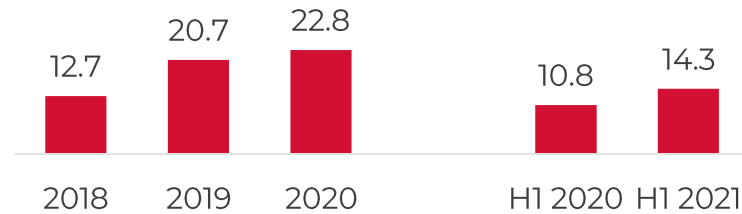
CHFm



 Indicative level excluding vendors' deferred payment programs

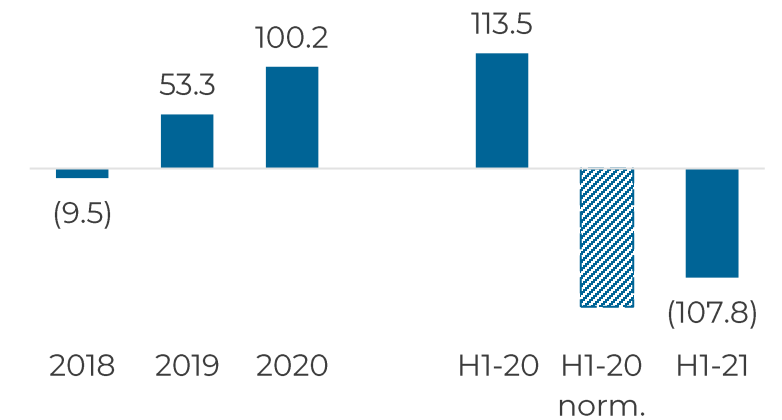
CAPITAL EXPENDITURE⁽¹⁾⁽²⁾

CHFm



CHANGE IN WORKING CAPITAL⁽¹⁾

CHFm



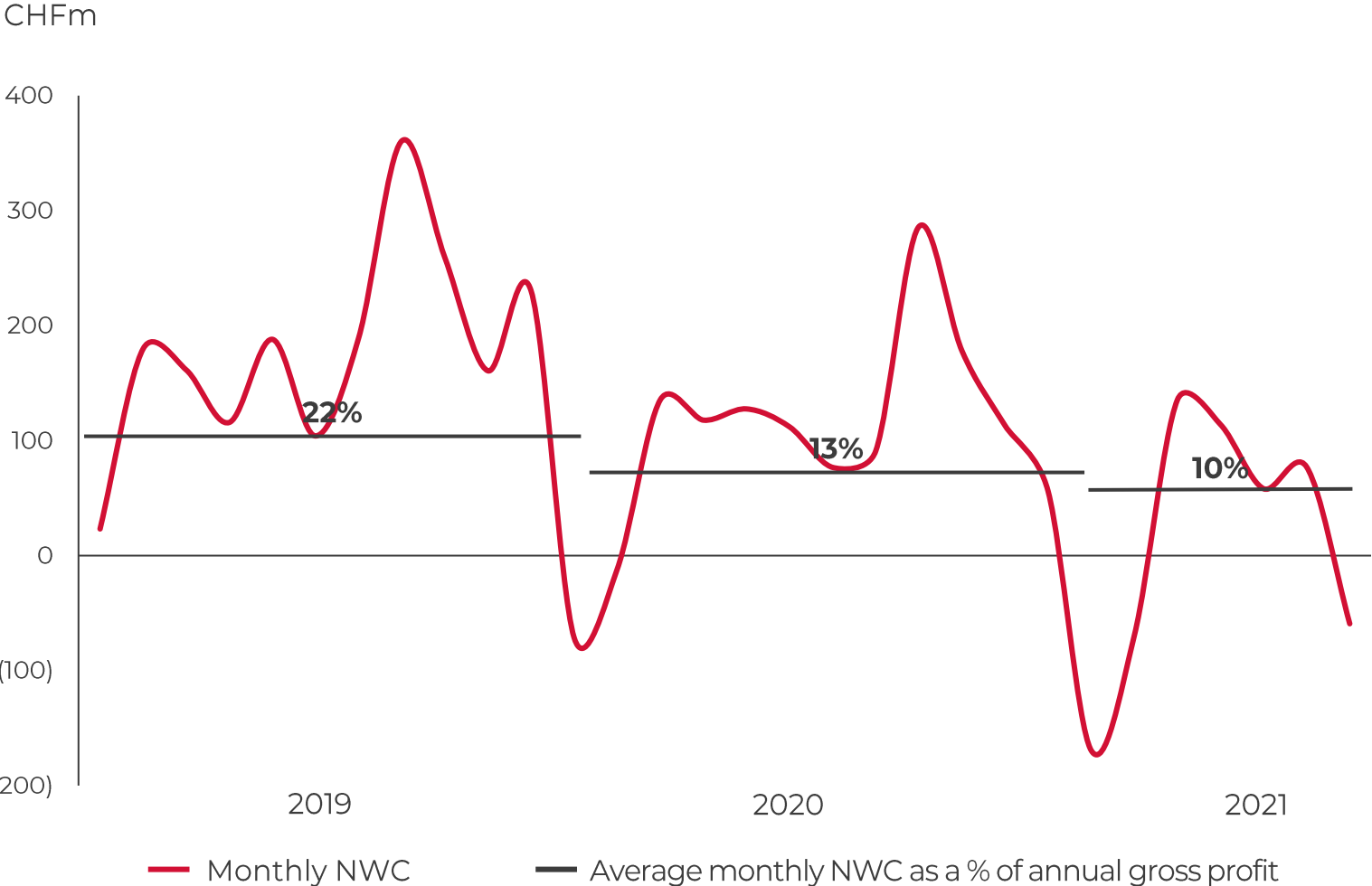
- Consistently improving levels of operating cash flow
- Cash flow in H1 is typically low due to the NWC impact, with H2 typically being strong

- 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

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

SOLID BALANCE SHEET FOR ACCELERATED GROWTH AND PROGRESSIVE DIVIDEND POLICY

UNLEVERED BALANCE SHEET, WITH NET CASH OF CHF385 MILLION AS PER JUNE 2021 (CHF 496 MILLION AS PER DECEMBER 2020)

RE-INVEST INTO GROWTH

- Solid cash flow to be re-invested into growth as a first priority

BUILD THROUGH M&A

- Flexibility to accommodate bolt-on and sizeable acquisitions
- Bolt-on acquisitions likely to correspond to approximately CHF100 million in total per annum

DIVIDEND POLICY

- Current year and mid-term targets correspond to 30-50% of adjusted profit for the year

MID-TERM GROSS PROFIT AND EBITDA PERSPECTIVE

	GROSS PROFIT DEVELOPMENT	EBITDA DEVELOPMENT
GROUP	<ul style="list-style-type: none">• Mid-teens gross profit growth	<ul style="list-style-type: none">• 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
SOFTWARE & CLOUD	<ul style="list-style-type: none">• Steady growth driven by Microsoft, Multi-vendor, including Digital Supply Chain and PyraCloud	<ul style="list-style-type: none">• Stable, strong margins with improvement potential through automation and digitization
SOLUTIONS & SERVICES	<ul style="list-style-type: none">• Continued high-growth momentum• Pull-through of services with Software & Cloud customers• Focus on expansion of recurring, managed services & PyraCloud• Strategic growth areas to contribute significantly	<ul style="list-style-type: none">• Continued margin increases as service lines mature and scale• Build on growth in our highly recurring, IP-enabled solutions• Continued optimization of delivery model including growth of global workforce

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

07

CLOSING REMARKS



**Dieter
Schlosser**

Chief Executive Officer

Q&A