

software **one**

SoftwareOne Capital Markets Day 2024

15 February 2024



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Agenda

14:00 – 14:30



Brian Duffy, CEO

Vision 2026: A new chapter of growth

14:30 – 15:10



Bernd Schlotter, President Software & Cloud

Portfolio, platforms & delivery

15:10 – 15:25



Rohit Nagarajan, CRO

Customer impact

15:25 – 15:45



Coffee Break

15:45 – 16:00



Julia Braun, CHRO

Talent

16:00 – 16:30



Rodolfo J. Savitzky, CFO

Value creation

16:30 – 17:15



Brian Duffy, all presenters

Recap, Q&A , closing

SoftwareOne a new chapter of growth

Brian Duffy
CEO



Vision 2026

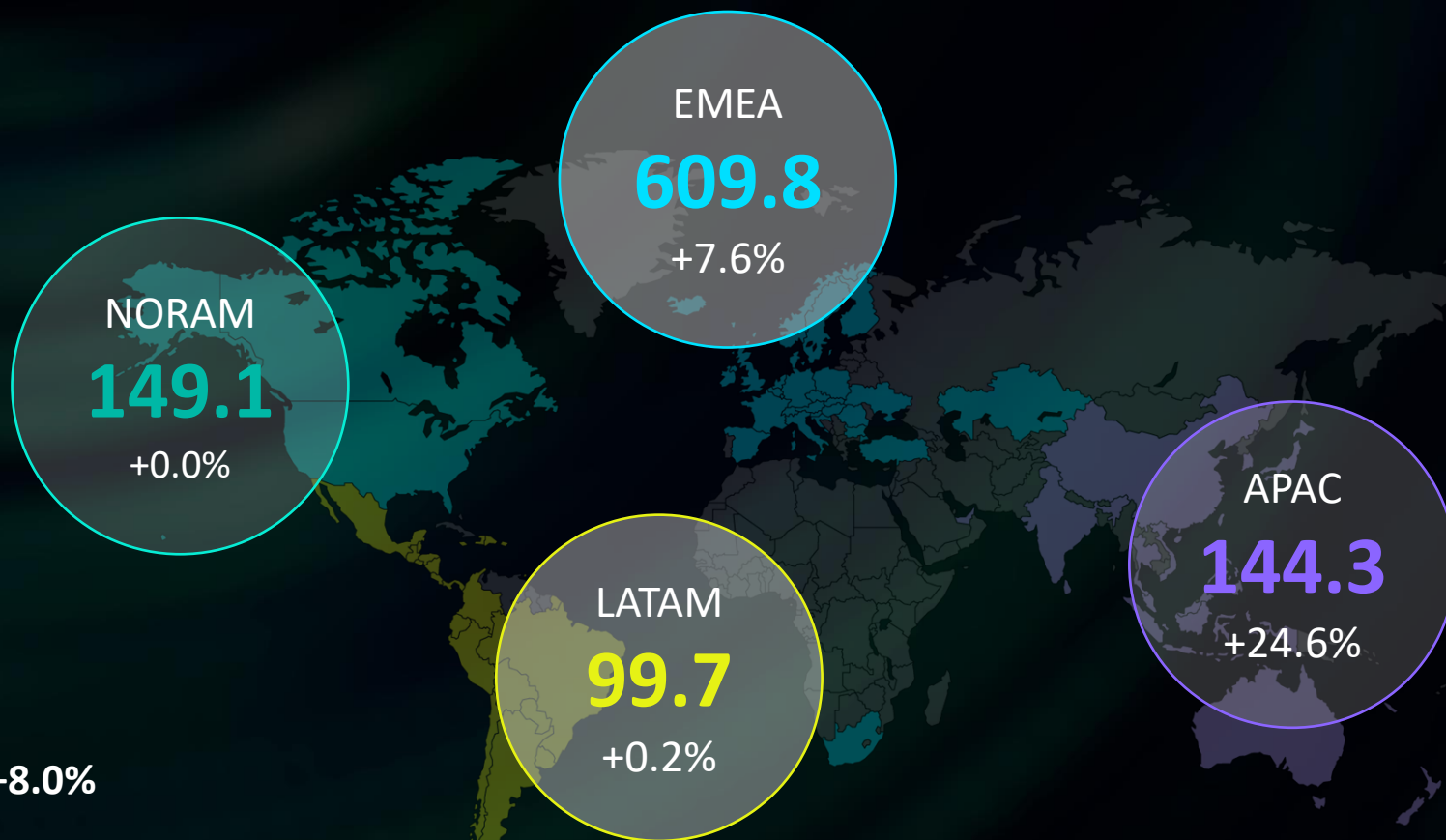
key takeaways

- 01 **Highly attractive market opportunity** driven by software & cloud growth, enhanced by growth priorities and bolt-on M&A
- 02 **Solid foundation** for next chapter of growth with new leadership team and strengthened organisation through operational excellence
- 03 **Focus on leveraging “lead” business** of software & cloud and value-added services, along with “expand” offerings in high-growth segments such as data & AI
- 04 **Sharpened execution** across go-to-market, supported by segmentation model, coupled with portfolio innovation, delivery excellence and talent management
- 05 **Vision 2026: strongly positioned to deliver profitable growth and shareholder value**

Solid performance with 8% growth and margin of over 24%

FY 2023 group results⁽¹⁾

CHFm, % YoY (ccy)



Revenue	1,010.9	+8.0%
Adj. EBITDA	245.2	+6.5%
Margin	24.3%	(0.2)pp

**SoftwareOne
today**



SoftwareOne today

65k+ clients worldwide

60+ countries

4 regions at scale

Based on FY 2023

CHF **21.7bn**

Group billings

7.5k

software vendor relationships

2030

net zero ambition⁽¹⁾

CHF **1bn**

Revenue

8.0% YoY ccy growth

~ 9,300 FTEs

incl. cloud experts with 5,000+ certifications⁽²⁾

460+

Academy students⁽³⁾

85% transition rate

CHF **245m**

Adj. EBITDA

24.3% margin

(1) Scope 1 & 2

(2) Microsoft, AWS and Google

(3) Since foundation in 2021

Our 2030 sustainability agenda

Climate commitment

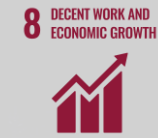
- Achieve net zero for scope 1 & 2 by 2030
- Help clients reduce their carbon footprint via Cloud Sustainability practice

Social responsibility

- Become globally recognised Employer of Choice of Diversity
- Support >3,000 Nonprofit organisations or communities with digital services

Corporate governance

- Implement mandatory training on Code of Conduct
- Foster awareness and promote speak-up culture
- Supplier ESG risk assessments
- Data protection



Governance structures and executive compensation aligned to drive achievement of 2030 ambitions

Megatrends driving massive market opportunity



Public cloud adoption continues to accelerate

Public cloud services to grow 20% YoY in 2024, reaching \$1.1 trillion by 2027



Managing cloud spend rises to top priority

82% of organisations cite managing spend as a top challenge



Demand for AI & Data analytics explodes

70% of organisations exploring Generative AI



Multi-cloud / hybrid-cloud remains norm

87% of organisations that use cloud are multi-cloud



Cyber-security risks remain high

38% YoY increase in cyber attacks globally in 2022 vs. 2021



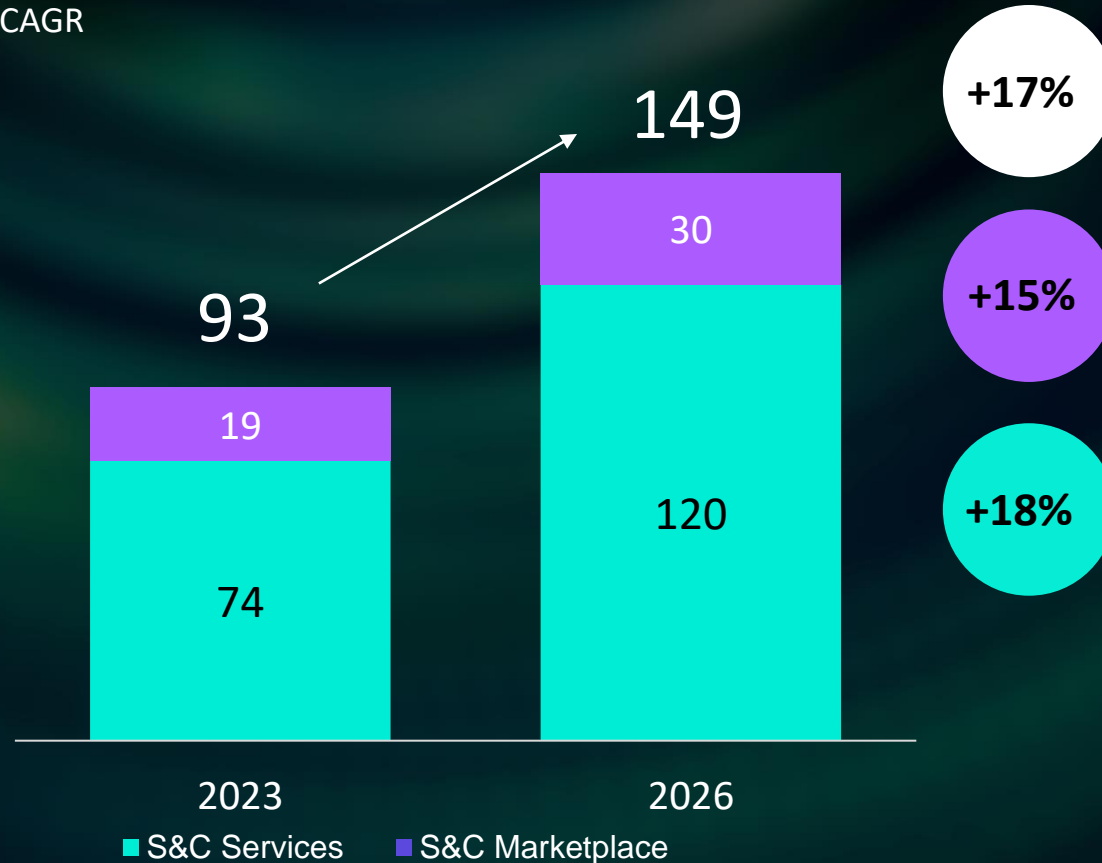
Tech talent shortage persists

80% of enterprises cite lack of cloud expertise as a top challenge

Fast-growing addressable market

SoftwareOne SAM – Marketplace and Services⁽¹⁾

US\$ bn, % CAGR



Source: IDC, BCG analysis

SoftwareOne Client Portal

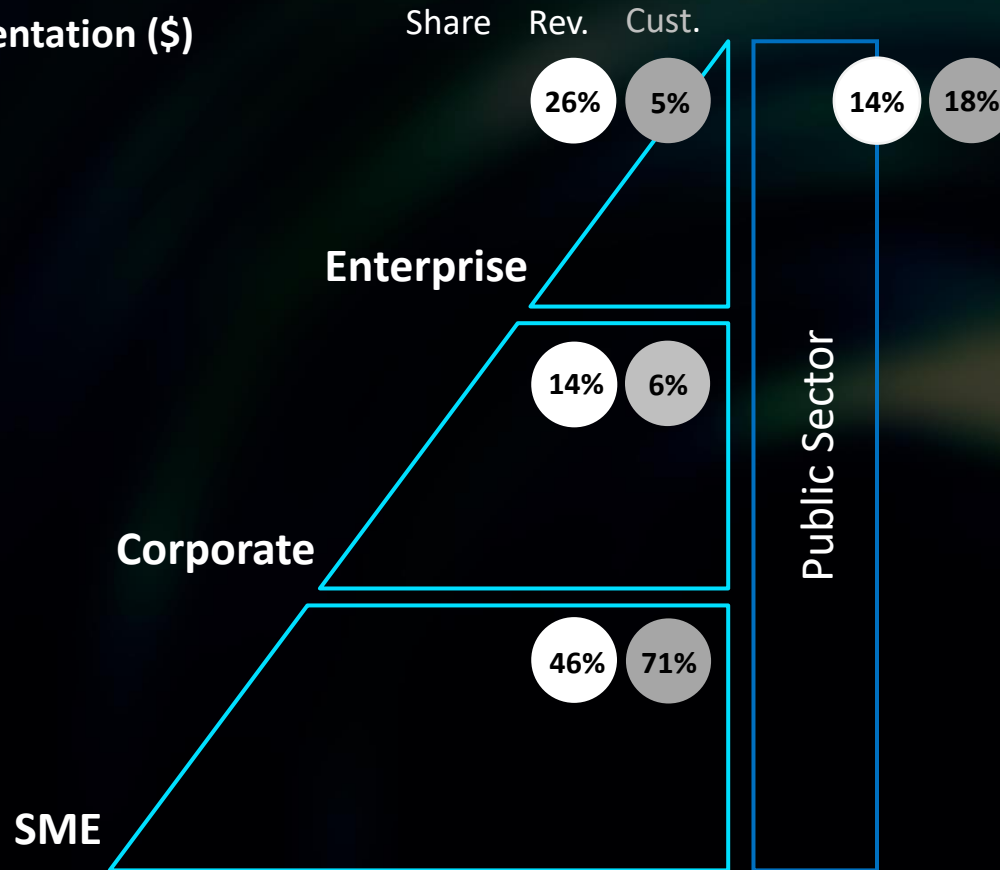
unlocks larger market opportunity, raising growth outlook from 9% in S&C Marketplace to 15% CAGR to 2026.

(1) Marketplace based on total addressable spend less not serviceable and direct spend and a reseller margin; Services filtered for offerings, customer segments and geographical presence where SoftwareOne competes today

Our customer segmentation

New revenue-based segmentation (\$)

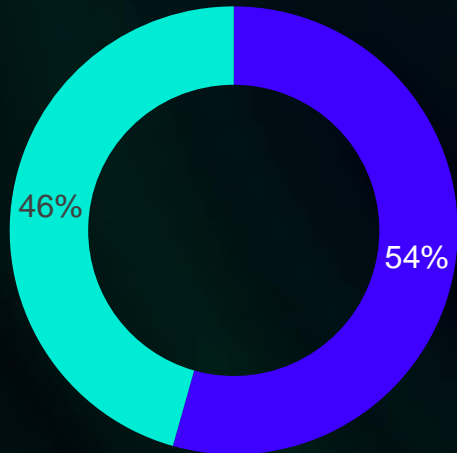
- Large Enterprise (>5bn)
- Corporate (1bn to 5bn)
- SME (<1bn)



Note: Breakdown based on customer revenue based on information sourced from HG Insights, CapIQ databases and desk research

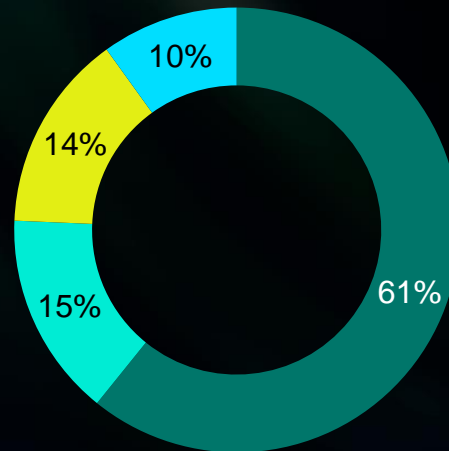
Diversified across regions and end-markets

Revenue by **business line**



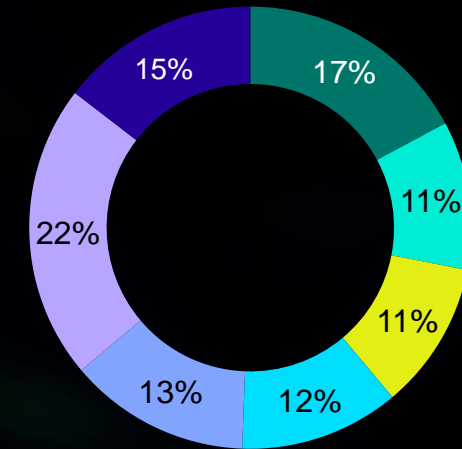
■ S&C Marketplace ■ S&C Services

Revenue by **geography**



■ EMEA ■ NORAM ■ APAC ■ LATAM

Revenue by **end-market**



■ TMT
 ■ Financial services
 ■ Consumer goods, retail & wholesale
 ■ Public services & education
 ■ Capital goods & automotive
 ■ Business services
 ■ Other(1)

Our competitive differentiation



Unparalleled global presence



Large client base with cross-sell opportunity



World-class advisory capabilities



Customer insights



Diverse, qualified talent base

Key actions taken to build strong foundation



New leadership hires and operating model



Integration of Marketplace & Services to promote outcomes-based approach for clients



Operational excellence, with strengthened execution capabilities and S&C Services margin progression



New large-scale customer wins



Built solid relationships and established sponsorship with hyperscalers and key partners

A world-class leadership team



Brian Duffy
Chief Executive Officer



Rodolfo J. Savitzky
Chief Financial Officer



Bernd Schlotter
President Software & Cloud



Julia Braun
Chief HR Officer



Rohit Nagarajan
Chief Revenue Officer



Reinhard Waldinger
President rEMEA



Stephan Timme
President DACH



Raphael Erb
President APAC



Sonia Caso
President LATAM



S. Kitzmiller, S. Cronin
Presidents NORAM
(ad interim)



Susanna Parry-Hoey
Chief Marketing Officer



Brad Berry
Chief Strategy &
Partner Officer



Frank Rossini
Chief Legal Officer &
Board Secretary



Nazir Esmail
Chief Information Officer

A world-class leadership team



Brian Duffy
Chief Executive Officer



Rodolfo J. Savitzky
Chief Financial Officer



Bernd Schlotter
President Software & Cloud



Julia Braun
Chief HR Officer



Rohit Nagarajan
Chief Revenue Officer



Reinhard Waldinger
President rEMEA



Stephan Timme
President DACH



Raphael Erb
President APAC



Sonia Caso
President LATAM



S. Kitzmiller, S. Cronin
Presidents NORAM
(ad interim)



Susanna Parry-Hoey
Chief Marketing Officer



Brad Berry
Chief Strategy &
Partner Officer



Frank Rossini
Chief Legal Officer &
Board Secretary



Nazir Esmail
Chief Information Officer



Bill McDermott

Chairman and CEO
ServiceNow

The SoftwareOne / ServiceNow partnership is being expanded to capitalize on this once-in-a-generation opportunity. Brian and his team see the market exactly the way we see it.

Everything is about AI-driven business transformation. We couldn't be prouder of this partnership.



Kevin Ichhpurani

Corporate Vice President
Google Cloud

We're excited to extend our partnership with SoftwareOne to accelerate digital transformation for enterprise customers.



Daniel Bernard

Chief Business Officer
CrowdStrike

SoftwareOne is a great partner and gives us scaled reach to thousands of global customers



David Smith

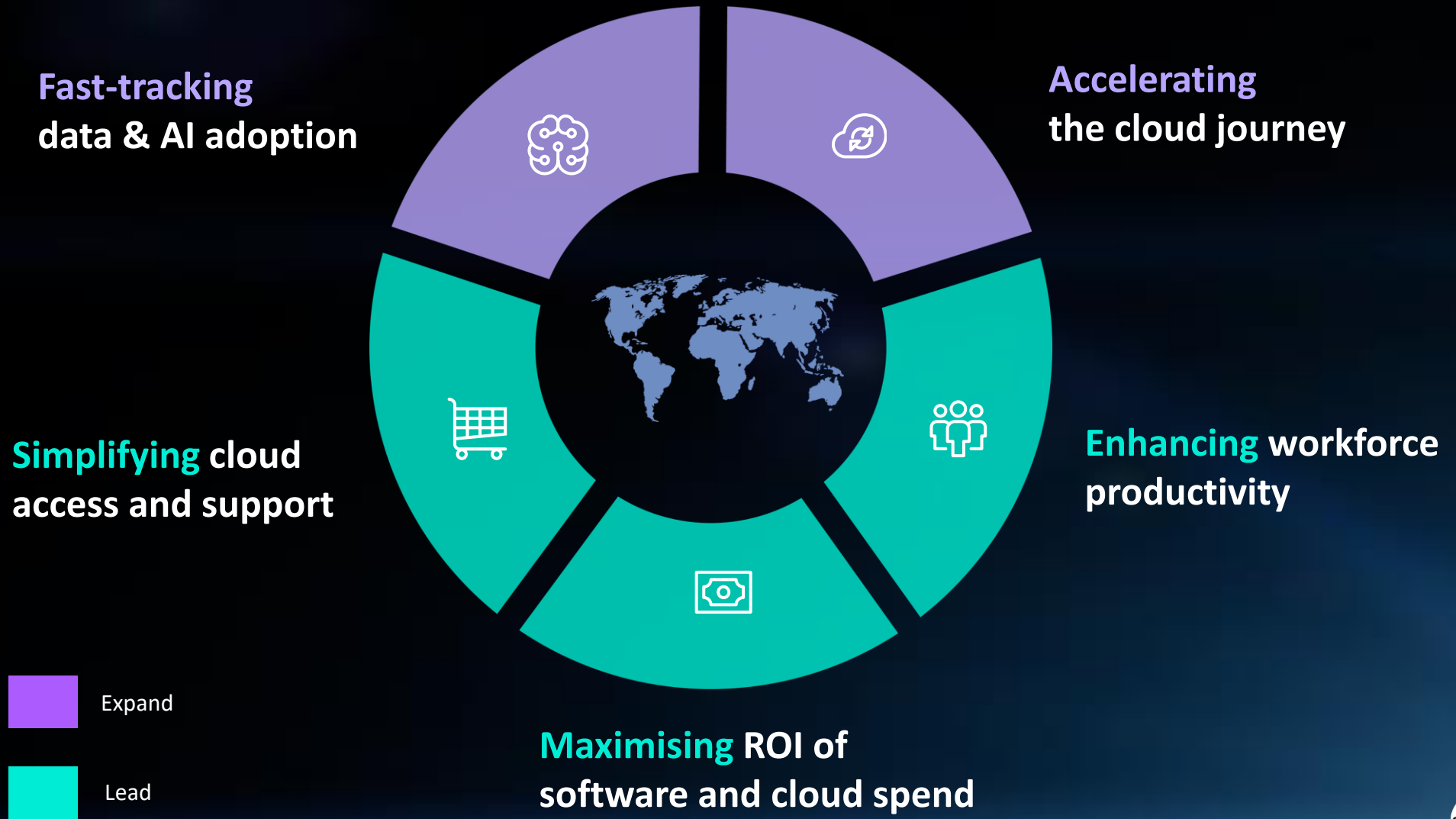
VP, Global Channel Sales
Microsoft

We are investing in innovative ways to support SoftwareOne's commitment to the Microsoft Cloud as well as success with Azure, AI and Copilot.

Introducing Vision 2026

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Focus on lead business, expanding to high-growth segments



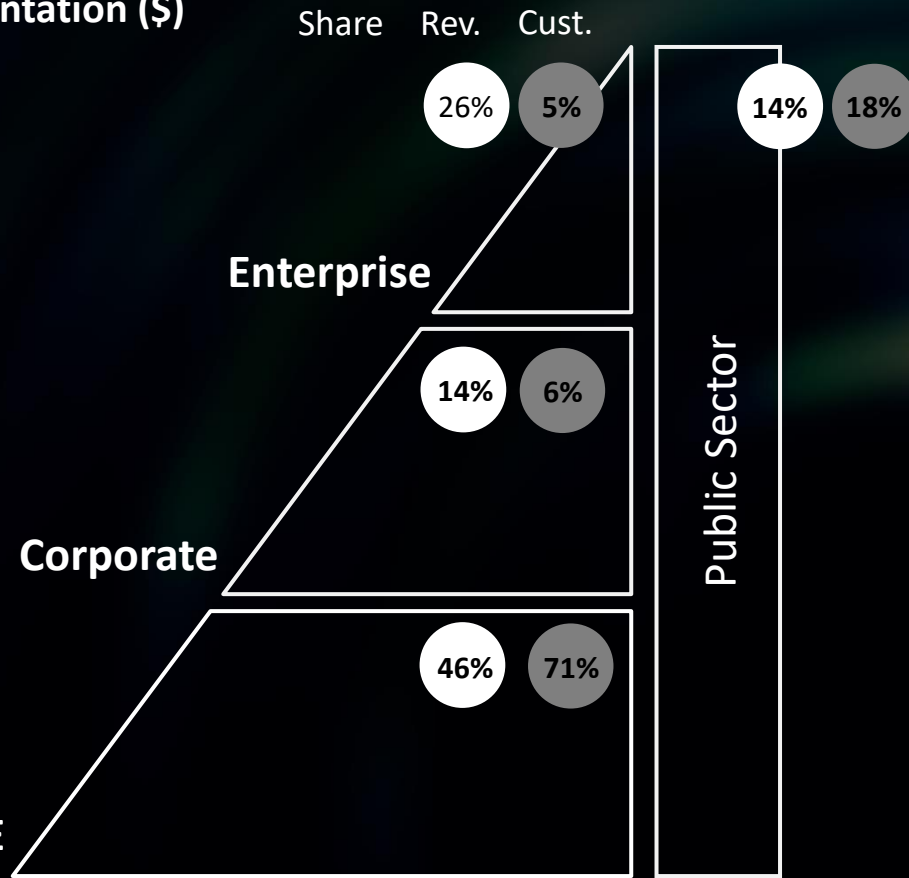
Targeting our portfolio across customer segments

New revenue-based segmentation (\$)

- Large Enterprise (>5bn)
- Corporate (1bn to 5bn)
- SME (<1bn)

Accelerating the cloud journey

Fast-tracking data & AI adoption



Software & cloud access and support



Maximizing ROI of software & cloud spend



Enhancing workforce productivity

Sharpening **execution** of strategy

01 Transformed go-to-market

- Commercial excellence with fully integrated salesforce
- Global alliances with hyperscalers and top ISVs
- AI-powered cross-sell / up-sell
- Optimised segmentation and coverage design

02 Portfolio innovation

- Productised and modularised offerings
- Outcome-oriented solutions adapted to client needs
- Expand our addressable market through Marketplace platform

03 Delivery excellence

- Competitive global footprint coupled with strong local presence for seamless delivery
- Further leveraging expertise in data & AI

04 Talent ecosystem

- Global, diverse and highly qualified talent base
- Continuous upskilling to meet future business needs

Growth **priorities** to capture market opportunity

- 01** Deepen partnership with hyperscalers
- 02** Drive global Microsoft Copilot roll-out
- 03** Capitalise on data & AI
- 04** Execute on focused ISV strategy
- 05** Leverage Marketplace platform

Vision 2026: accelerating growth and expanding margin

**Mid-teens
Revenue growth⁽¹⁾**



**Adj. EBITDA margin
approaching 28%**



**Dividend pay-out
30-50% adj. profit**



Portfolio, platforms & delivery

Bernd Schlotter
President Software & Cloud

Drivers for our right to win



- **Existing client** base
- **Customer insights** based on 20+ years of history with **unparalleled reach**
- Core strength across **SME, Corporate, and Enterprise**
- Credibility and track record in **licensing and IT Portfolio Management**
- **Cloud Service Provider motion** that extends to all hyperscalers

Key offerings



Simplifying cloud access and support

- Buy software & cloud
- Migrate to the cloud
- Manage cloud operations



Maximising ROI of software and cloud spend

- Lower software & cloud cost
- Manage your software & cloud portfolio
- Govern your cloud & software consumption (FinOps)



Enhancing workforce productivity

- Work in a secure environment
- All in one workplace
- GenAI

Leveraging lead business to expand into high-growth segments



Accelerating the cloud journey

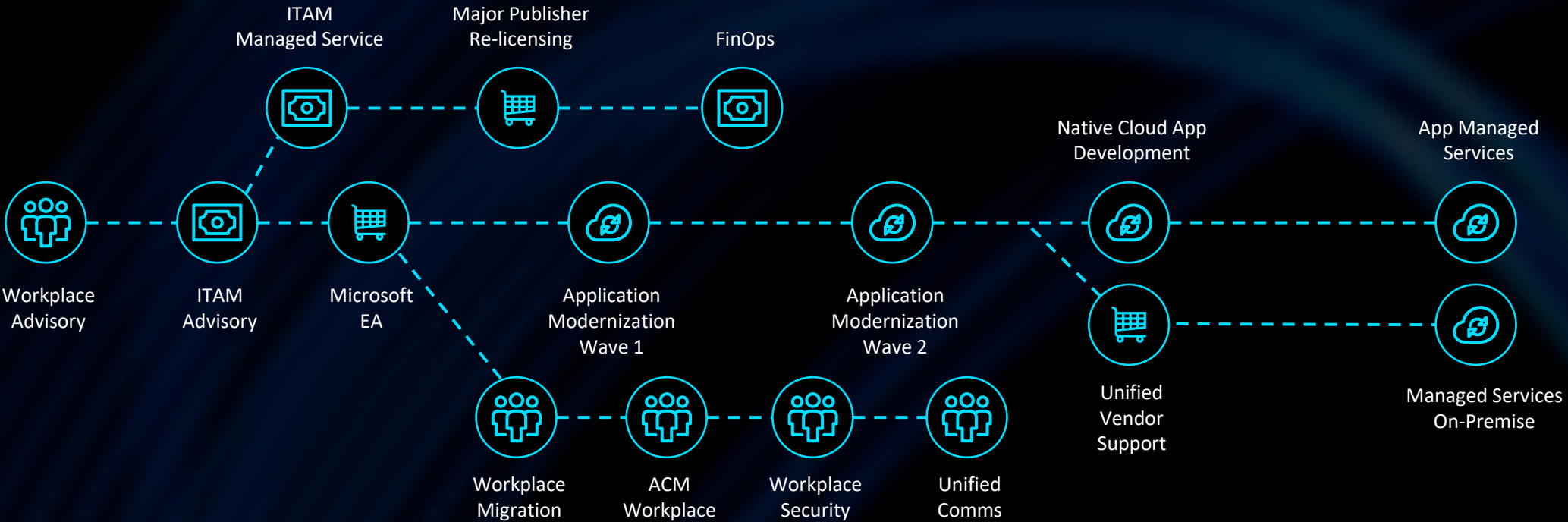
- Application modernisation
- Application development
- DevOps
- Application security
- SAP Services



Fast-tracking data & AI adoption

- Data foundations and modernisation
- Data capabilities
- Automated data management
- Advanced analytics and AI
- Generative AI

Corporate Client Case Study: Financial Services



- Lower cost of ownership**
- Cost savings through relicensing and vendor negotiations**
- Clear governance and consumption optimization with FinOps**
- AI supported workforce productivity**
- State-of-the-art application performance and security**

Deepening our relationship with hyperscalers

Hyperscalers

Microsoft Copilot

Data & AI

ISV strategy

Marketplace Platform



Coinvest

Build a SME focused CoE with focused leadership to accelerate growth

Generative AI Centre of Excellence

First Preferred Prototyping AWS Partner EMEA



Fast-track data & AI

Copilot!

Bedrock & Sagemaker

Vertex & Big Query



App migration and modernisation

Accelerate consumption revenue in SME & Corporate leveraging customer insights

Regional migration factories



Security

Jointly accelerate managed security pipeline

Scale delivery capacity

Leading with our Copilot capabilities

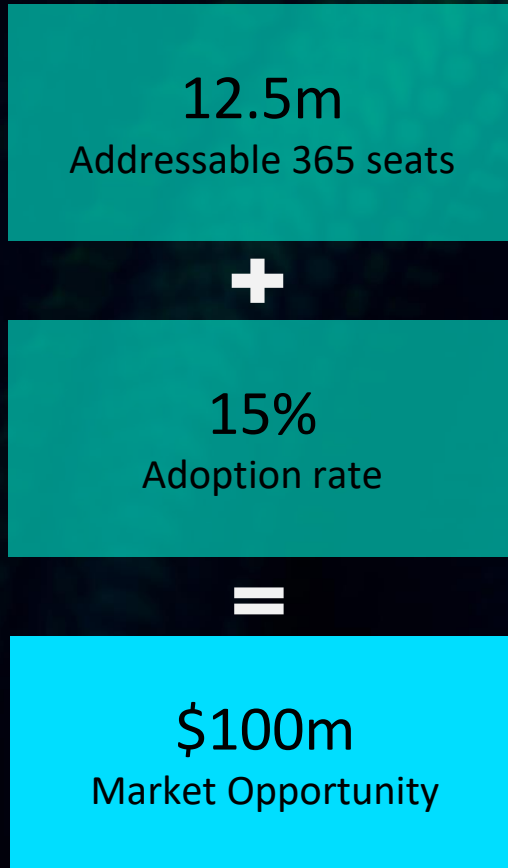
Hyperscalers

Microsoft Copilot

Data & AI

ISV strategy

Marketplace Platform



ROI

Providing clear guidance on use case scenarios

Risk

Contributing deep security, data and platform expertise

Readiness

Delivering integration, programme management, adoption and change management

Our first-to-market Copilot offering

Hyperscalers

Microsoft Copilot

Data & AI

ISV strategy

Marketplace Platform

The screenshot shows a browser window displaying a SoftwareOne case study. The page title is "Pioneering Workplace AI for tomorrow's high-performance workplace". Below the title is a photograph of a modern office interior with glass walls and people working. At the bottom of the article preview is the logo for "aam INTERNATIONAL". The browser's address bar and navigation icons are visible at the top of the page.



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Igniting the broader data and AI

It's all about AI

plus
infrastructure, data,
migration, modernisation...

\$150B

Generative AI could drive an additional \$150 billion in software spend within 3 years⁽¹⁾

only 8%

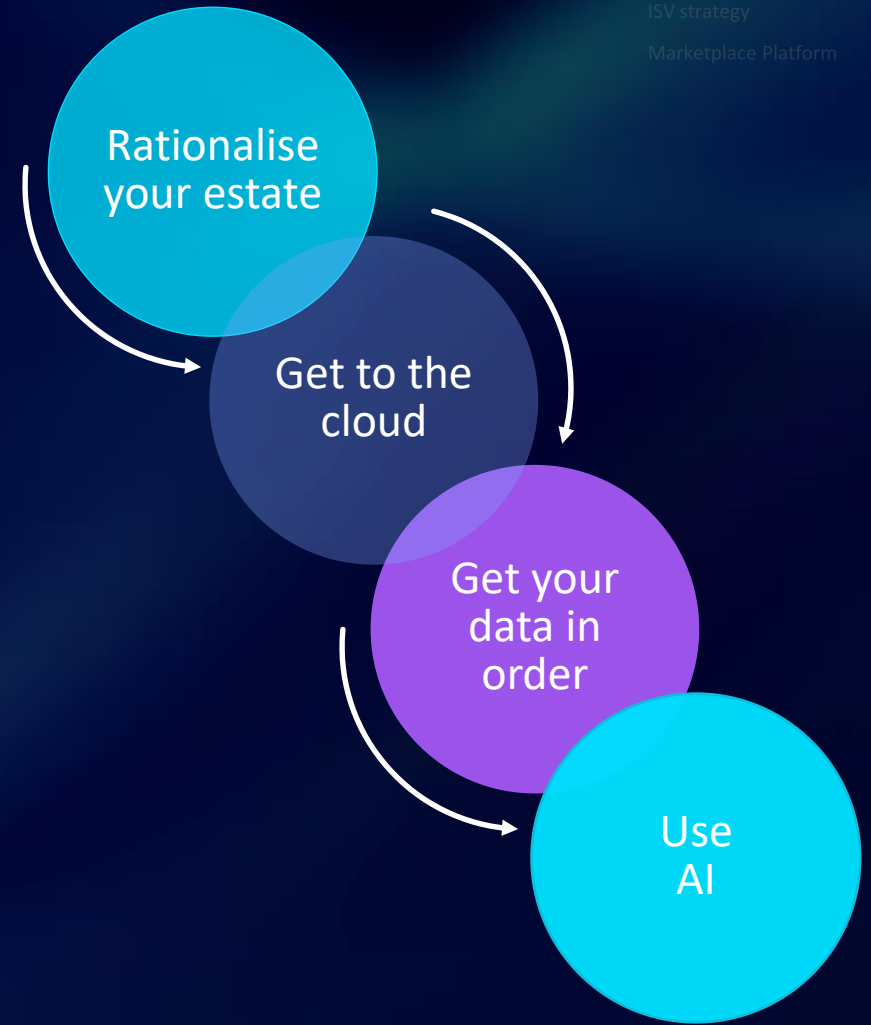
Have achieved digital optimisation and transformation goals⁽³⁾

\$100B

Cloud adoption is rapidly expanding with AI; there is \$100 billion of revenue up for grabs by 2027⁽²⁾

93%

View investing in cloud managed services as a priority to bridge the cloud skills gap⁽⁴⁾



Hyperscalers
Microsoft Copilot
Data & AI
ISV strategy
Marketplace Platform

SoftwareOne Intelligence Fabric

Hyperscalers
Microsoft Copilot
Data & AI
ISV strategy
Marketplace Platform



Breadth of capabilities



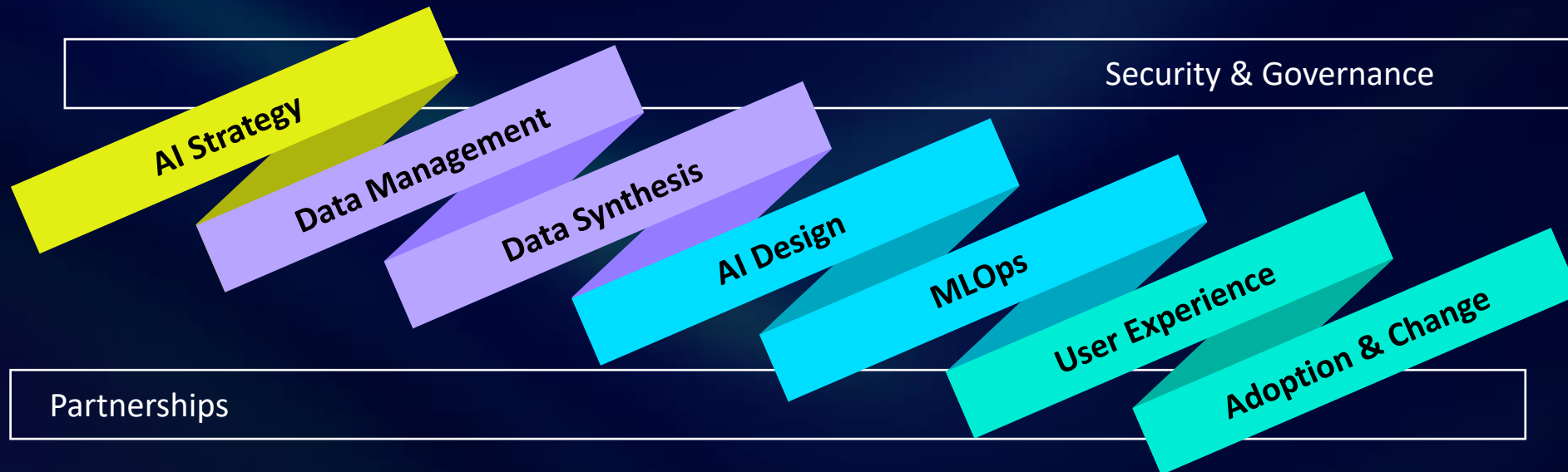
Proven expertise – 80 new Data & AI projects delivered in H2 '23



Ecosystem synergy
800+ Azure clients use MSFT Data & AI services



Commercial excellence



Extensive Multivendor cross-sell opportunities



ITAM / FinOps



Infrastructure



Security



Applications



Content Management



Driving execution and delivery excellence – imperatives

S&C Services

Drive margin expansion while growing revenue double digit

Provide world-class customer experience and quality



S&C Marketplace

Maintain industry-leading profitability

Increase win rate through speed, quote quality, and pricing

Common architecture and better together synergies

Pioneer integrated buying and delivery experience across Marketplace and Services through Client and Vendor Portals

Client + Vendor Portals = Marketplace Platform

Services – margin expansion while growing double digit



Cost transparency

- Margin as Sold versus Margin as Delivered
- Consumption-based costing
- Cost rates by skill, role, and location to drive right-shoring



Standardization

- Service catalogues
- Modularized solutions
- One source of truth; MS & PS on single platform
- Deal review tool

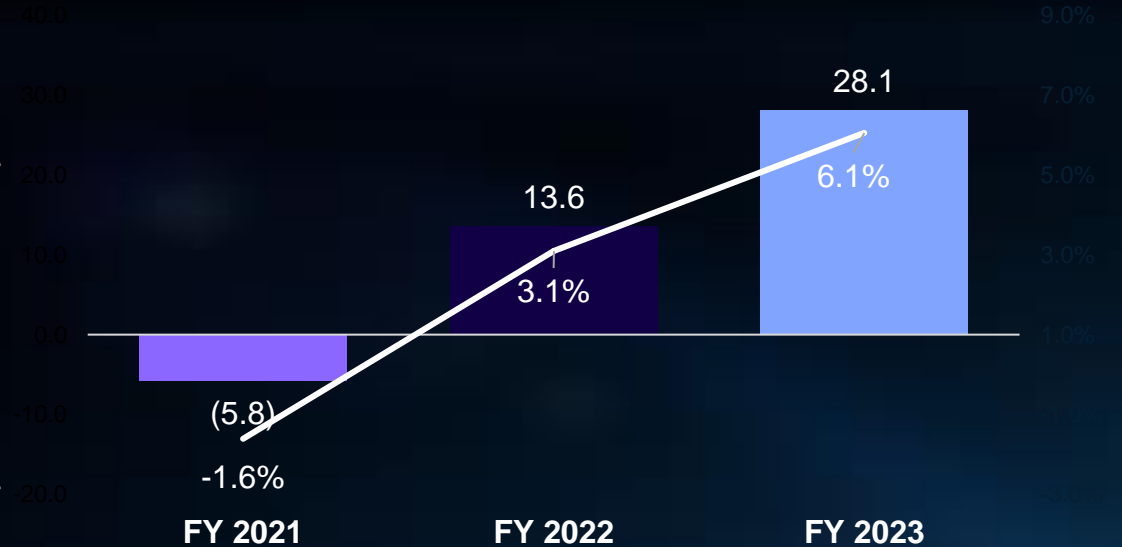


Automation

- Delivery Platform reduces onboarding time by 80%
- AI/ML driven advisory productivity
- Services as Vendor on Marketplace platform

Adj. EBITDA margin

CHFm, % of revenues

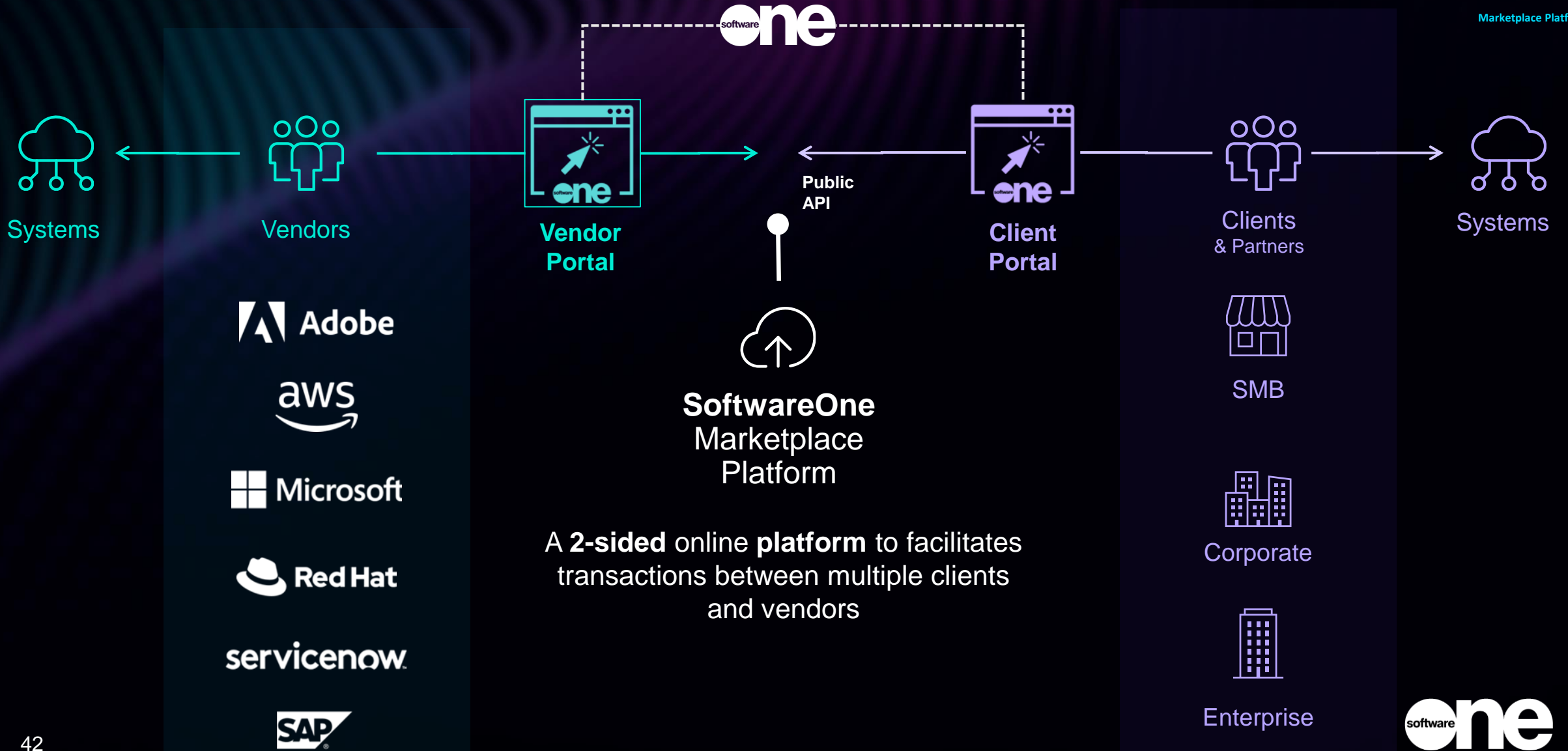


Contribution margin



Differentiated & unique Marketplace Platform

Hyperscalers
Microsoft Copilot
Data & AI
ISV Strategy
Marketplace Platform




A 2-sided online platform to facilitate transactions between multiple clients and vendors

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KPIs to measure success of **Marketplace Platform**



Clients
17k+



Subscriptions
30k+



Gross Sales Transacted
CHF 500m+

Portfolio, platforms & delivery

key takeaways

- 01 **Uniquely positioned to deliver** outcomes to our clients via integrated solutions. We deliver industry best ROI on software & cloud investment
- 02 **Well-positioned to expand** our leadership in SME and to grow our share in corporate segment facilitated by our increasing scale and track record
- 03 **First-to-market** with a comprehensive Copilot offering ready to capitalize in all segments
- 04 **Rapidly tapping into data & AI** needs of clients with SoftwareOne Intelligence Fabric in collaboration with hyperscalers
- 05 **S&C Services on path to benchmark** profitability; Client Portal within Marketplace platform expands market for reselling and standardised volume services

Customer impact

Rohit Nagarajan
CRO

First impressions and priorities

- Wealth of riches – **large, loyal global client base**
- **Trusted technology partner** for clients transitioning from old world to new
- Build a **world-class GTM organisation** that leverages the existing scale and reach

Transforming our go-to strategy



**Grow
market share**

Invest in opportunities where we have been growing below SAM



**Gain
wallet share**

Drive sales effectiveness in running existing book of business



**Simplify and
standardize**

Consistent and scalable GTM engine across regions to deliver high quality customer engagement

Prioritised initiatives for 2024 as part of the GTM transformation



Grow market share

- Accelerated growth in NORAM
- Double down on focus ISVs and hyperscalers*
- 'Better together' services growth



Gain wallet share

- Increase renewal rates by reducing S&C Marketplace and Services churn/ downsell*
- Pricing excellence to boost topline & margins*
- Accelerate Marketplace Platform adoption



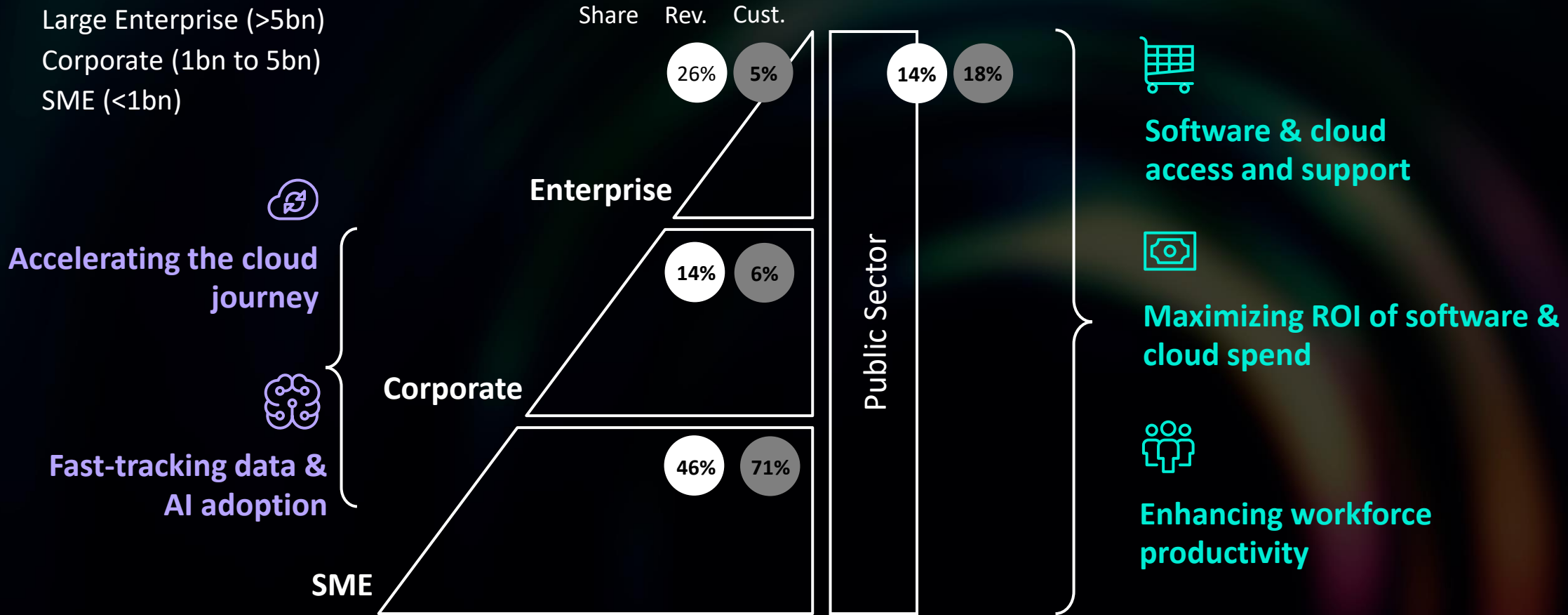
Simplify and standardise

- Harmonize GTM across all regions*
- Develop a high performing sales & marketing team
- Establish rhythm of the business with pipeline and forecasting discipline

Transforming our go-to-market approach with differentiated sales motion

New revenue-based segmentation (\$)

- Large Enterprise (>5bn)
- Corporate (1bn to 5bn)
- SME (<1bn)



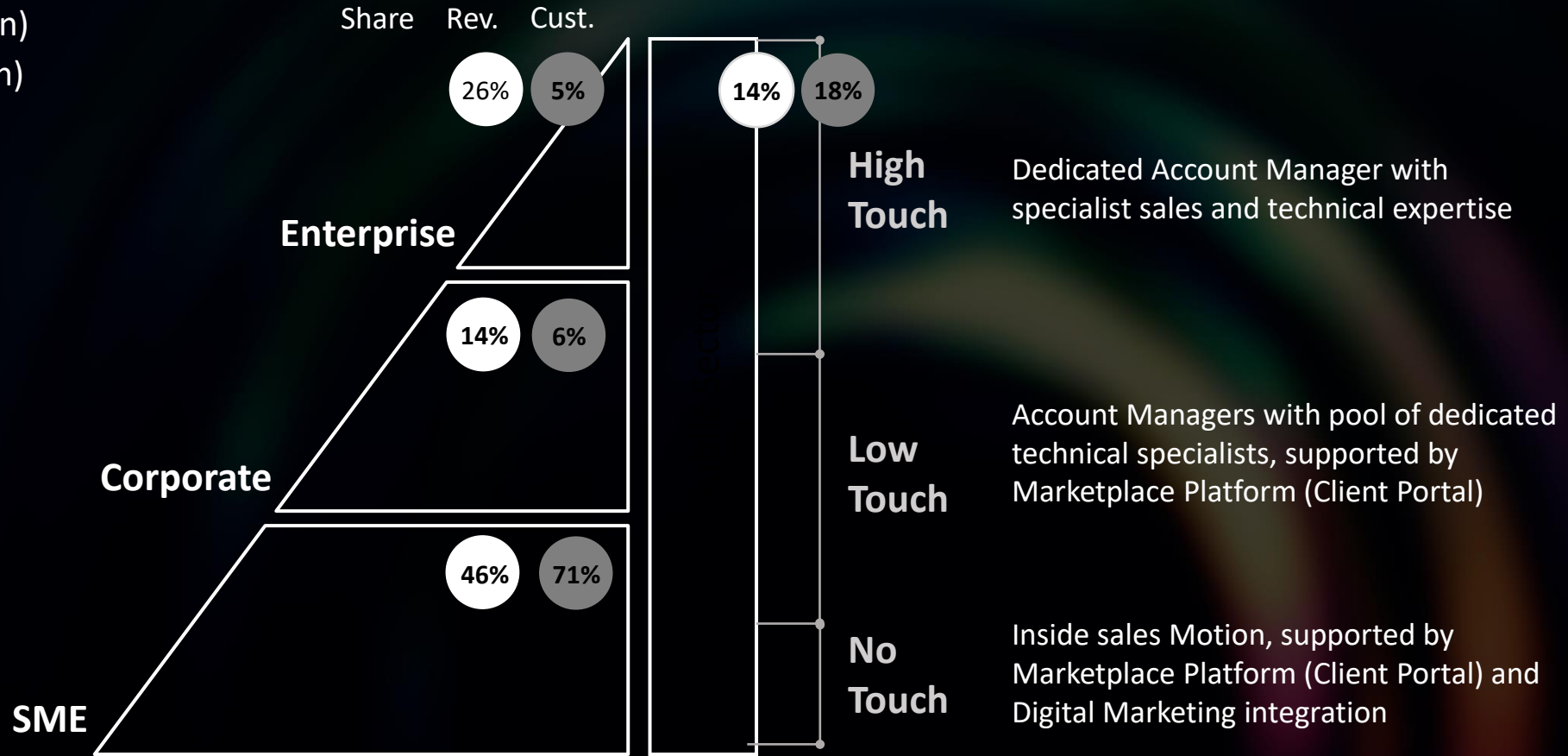
Note: Breakdown based on customer revenue based on information sourced from HG Insights, CapIQ databases and desk research

Expand Lead

Differentiated coverage model by segment to drive cost-effective, yet scalable revenue growth

New revenue-based segmentation (\$)

- Large Enterprise (>5bn)
- Corporate (1bn to 5bn)
- SME (<1bn)



Note: Breakdown based on customer revenue based on information sourced from HG Insights, CapIQ databases and desk research

Increasing customer lifetime value through commercial excellence



Increase renewal rates to best in class

Engaging early

Securing renewals through early, proactive client engagement

Invest behind first renewals

Targeted interventions for first renewals to reduce churn

Revamping service and auto renewals

Enhance and automate services renewal process



Pricing excellence

Drive right seller behavior

Minimise low margin orders, strategic margin bricks

Deal level optimisation

Provide analytics-driven margin guidance to sellers & drive higher deal registrations and rebates

Strategic shifts

Shifting selling behavior from markup pricing to list-minus pricing; and shift towards discretionary margin products & customers

Deepening vendor relationships to deliver enhanced multi-cloud services and AI adoption

Industry outlook

Modularized solutions: best-in-class modular solutions vs. Integrated suites

By 2026, all the top 20 cloud and SAAS providers will offer component marketplaces to enable customers – Gartner

Multi-cloud environment: cost optimization and avoiding vendor lock-ins

Many organizations choose multicloud strategies to avoid vendor lock-in and capitalize on best-of-breed solutions. Trend expected to persist in large organizations.- Gartner

Priorities



Deepen hyperscaler relationships for enhanced multi-cloud capabilities



Stronger partnership with ISVs to drive structured multi-vendor sales plays



ISV partnerships to enhance AI and cloud focused capabilities



Global and regional alliance and partner teams for better value realization



Leverage our customer access to drive cross sell in high propensity customers

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Customer impact

key takeaways

- 01 **Investing in selective opportunities** to drive our market share, where we have grown below SAM
- 02 **Driving data driven sales effectiveness** to gain larger share of wallet
- 03 **Simplifying and standardizing** the GTM engine across regions for efficiency and scalability

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short
break

we will resume in 20 minutes

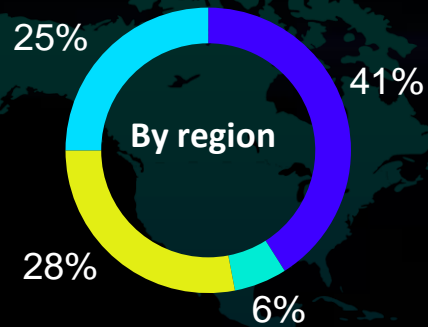


Talent

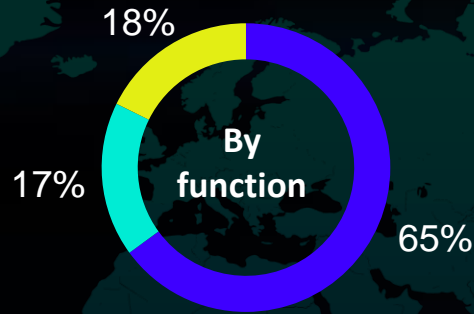
Julia Braun
CHRO

Global, diverse and highly **qualified** talent base

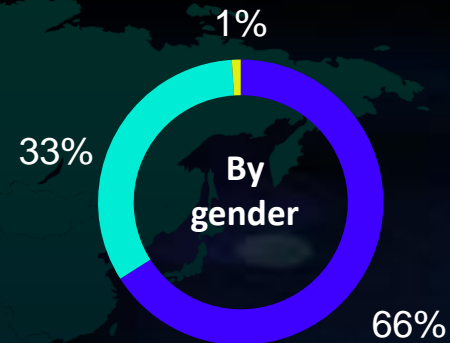
Based on FTEs at 31 December 2023



- EMEA
- NORAM
- LATAM
- APAC



- Product & delivery
- Sales
- Support functions



- Male
- Female
- Other

~9,300

FTEs **▲ 230** in 2023

5,000+

cloud certifications⁽¹⁾

1,300+

architects, developers, & designers

250+

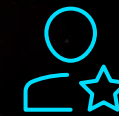
data & AI experts

People & Culture is **key to deliver** Vision 2026



Business partnering

Supporting strategy execution by partnering with the business to drive excellence across our talent pool



Centre of excellence –talent, engagement and rewards

Best-in-class approach to talent, development, engagement and rewards through our centres of excellence



Operational excellence and tools

Leveraging global footprint and shared service centres to improve our processes through automation and tooling



Key initiatives to support Vision 2026



Talent attraction & sourcing

Close the skill-competency gap

- Shift from jobs to skills
- Upskilling/reskilling
- Sourcing external
- Accelerate Academy



Talent management & people development

Succession planning

- Fuel the pipeline for leadership and key positions
- Talent identification

Adaptive career paths

- Align business needs with employees' larger goals, interests and skills supported by L&D



Compensation & reward structure

Sales compensation

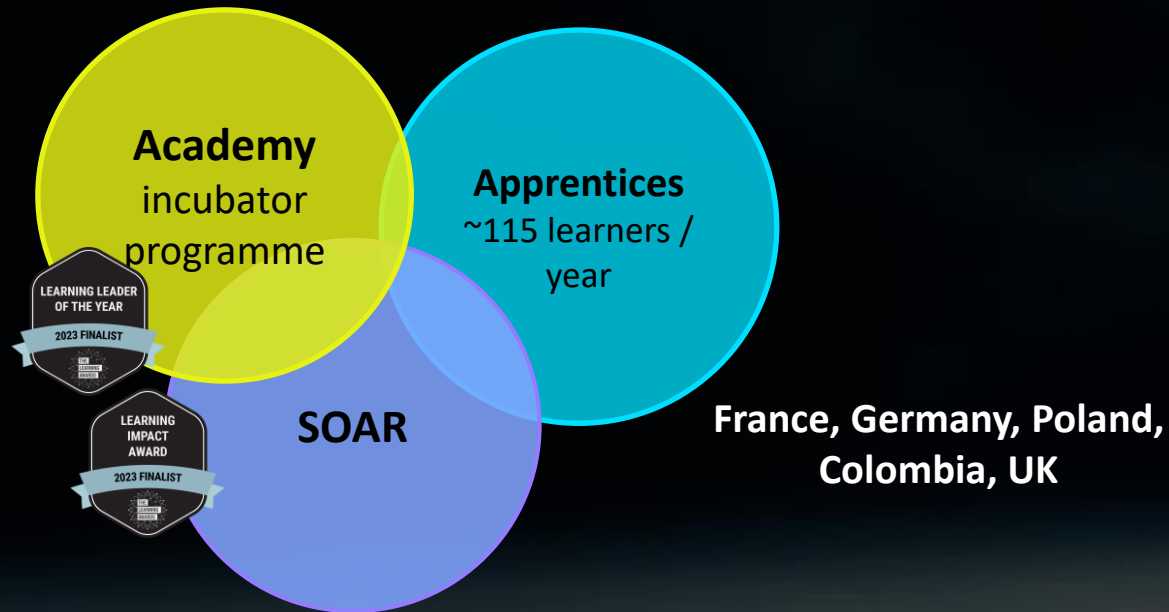
- Simple plans, linked to objectives and short payment cycles

Attractive compensation mix

- Bonus programmes
- LTI programmes
- Employee share programmes
- Flexible benefit offerings

Investing in our talent – SoftwareOne Academy

- A globally unified learning experience offering a career path into technology
- Targeting 20% of net new positions at SoftwareOne



>460

learners since foundation in 2021

85%

transition rate to business

>90%

retention rate

>30

curricula / learning streams

20

countries

software **one**

Talent

key takeaways

- 01 **Global, diverse and highly skilled** talent base, including cloud experts with 5,000+ certifications
- 02 **People & Culture strategy** fully aligned with business to support achievement of Vision 2026 targets, building on business partnering, Centres of Excellence and HR Operations
- 03 **Priority is investing in future talent**, technical upskilling and personal development, while driving our leadership pipeline through structured succession planning
- 04 **SoftwareOne Academy** as talent pipeline with the target to fill 20% of net new positions, combined with positive social impact

Value creation

Rodolfo J Savitzky
CFO

Q4 and FY 2023 results

Solid performance in line with revised revenue guidance

P&L summary⁽¹⁾

CHFm	Q4 2023	% Δ CCY ⁽³⁾	FY 2023	% Δ CCY ⁽³⁾
Revenue⁽²⁾	270.7	6.6%	1,010.9	8.0%
Delivery costs	(84.0)	0.3%	(347.6)	5.3%
Contribution margin	186.7	9.6%	663.3	9.4%
<i>Contribution margin (% revenue)</i>	<i>69.0%</i>	<i>+1.5pp</i>	<i>65.6%</i>	<i>+0.9pp</i>
SG&A	(101.1)	5.9%	(418.1)	11.2%
Adj. EBITDA	85.6	14.4%	245.2	6.5%
<i>Adj. EBITDA margin (% revenue)</i>	<i>31.6%</i>	<i>+2.4pp</i>	<i>24.3%</i>	<i>(0.2)pp</i>

(1) All financial information for FY 2023 is unaudited

(2) FY 2022 revenue for Software & Cloud Services restated as a result of implementation of the IFRS IC agenda decision on IFRS 15, with further contracts identified which should have been accounted for on an agent basis

(3) In constant currency; current period translated at average exchange rate of prior-year period based on management accounts

Improved adj. EBITDA margin in S&C Services

Business line P&L⁽¹⁾

CHFm	Software & Cloud Services ⁽²⁾		Software & Cloud Marketplace	
	FY 2023	% Δ CCY ⁽³⁾	FY 2023	% Δ CCY ⁽³⁾
Revenue	461.2	11.0%	549.7	5.6%
Delivery costs	(275.6)	6.3%	(72.0)	1.5%
Contribution margin	185.6	18.7%	477.8	6.2%
<i>Contribution margin (% revenue)</i>	<i>40.2%</i>	<i>2.5pp</i>	<i>86.9%</i>	<i>0.5pp</i>
SG&A	(157.5)	9.5%	(195.4)	12.9%
Adj. EBITDA	28.1	111.5%	282.4	2.2%
<i>Adj. EBITDA margin (% revenue)</i>	<i>6.1%</i>	<i>3.0pp</i>	<i>51.4%</i>	<i>(1.7)pp</i>

(1) Corporate costs of CHF 65.2m for FY 2023; % Δ CCY 10.4%

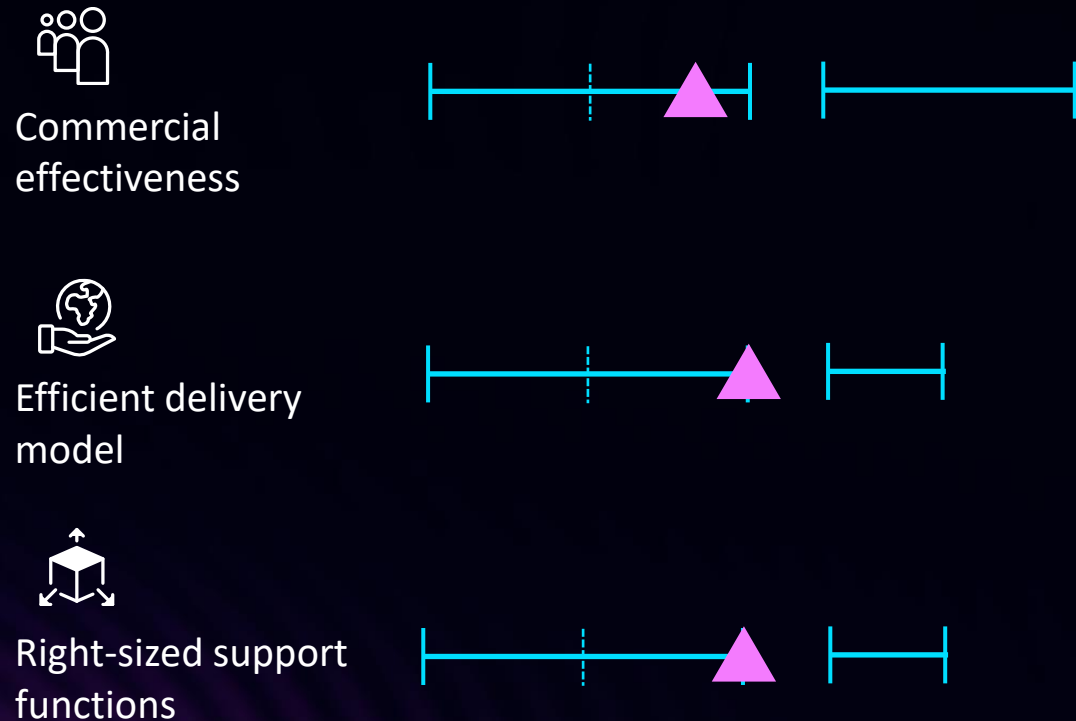
(2) FY 2022 revenue for Software & Cloud Services restated as a result of implementation of the IFRS IC agenda decision on IFRS 15, with further contracts identified which should have been accounted for on an agent basis

(3) In constant currency; Current period translated at average exchange rate of prior-year period based on management accounts

Operational excellence delivering well ahead of plan

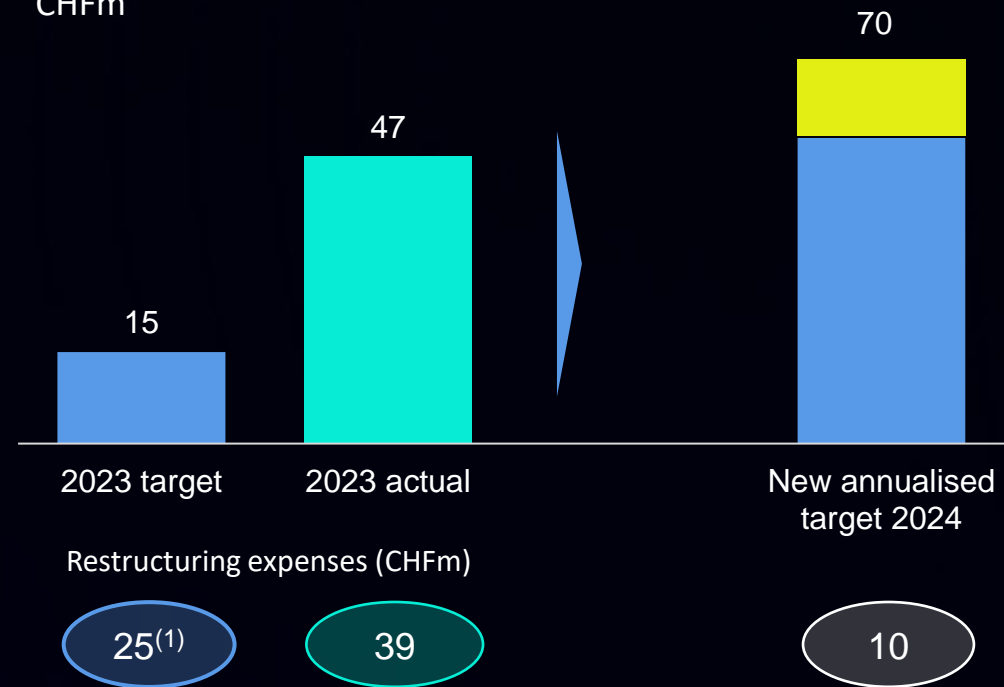
Execution against plan

2024 target



Cost savings vs. target

CHFm

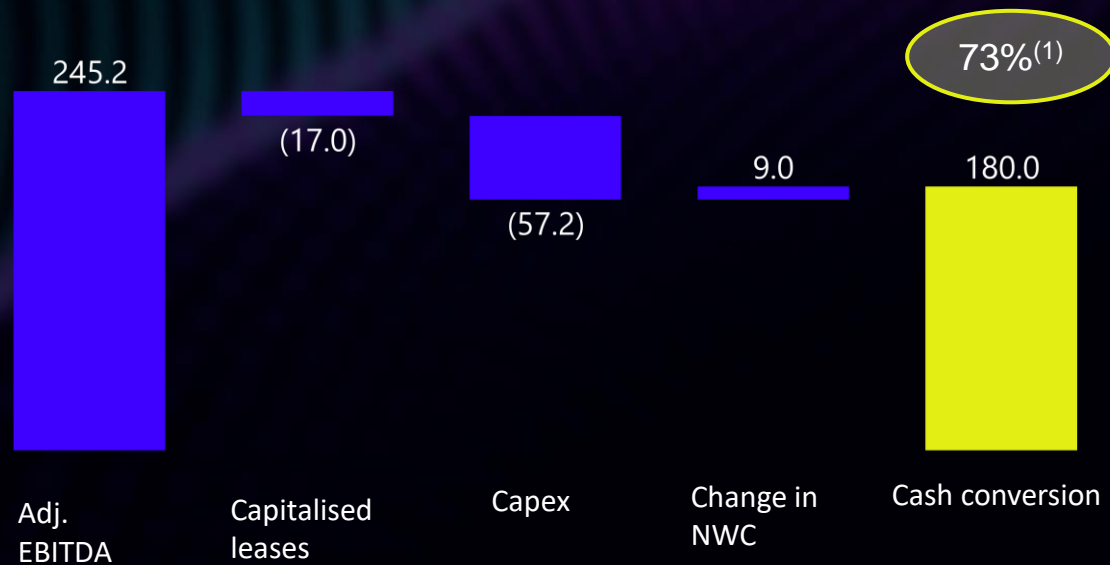


- Higher restructuring translates to higher run rate
- ~CHF 20m to be reinvested for growth

Strong operating cash flow and balance sheet

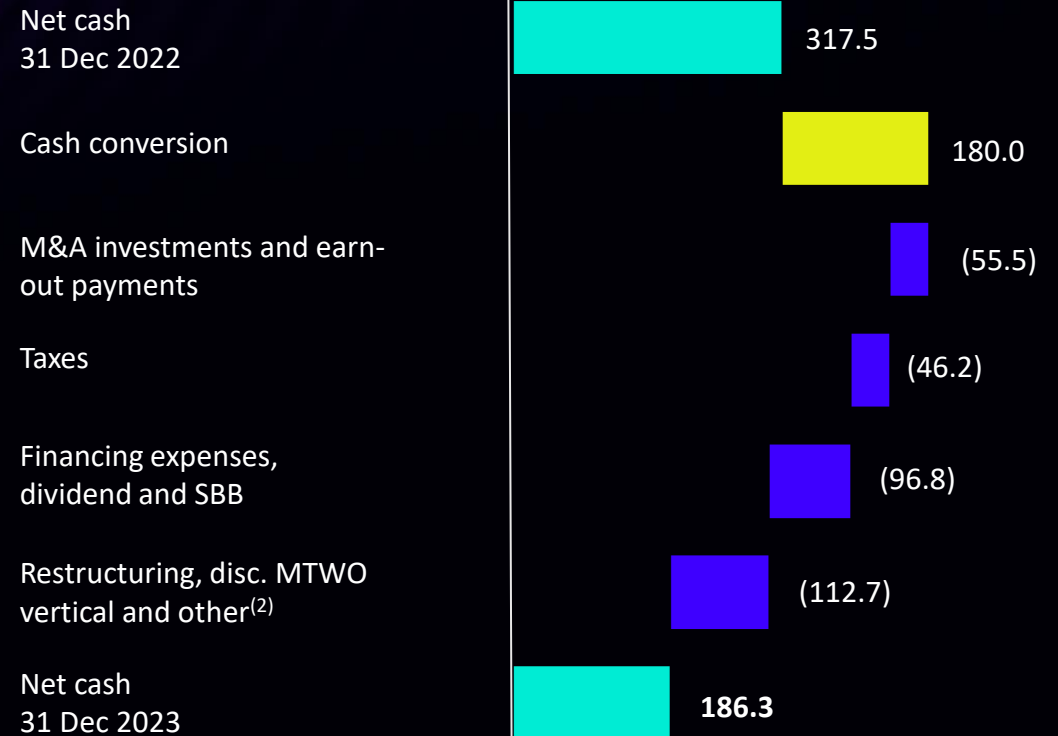
Cash conversion

CHFm



Net cash development

CHFm



(1) Defined as adjusted EBITDA less capital expenditure (including capitalised leases) less change in net working capital, over Adj. EBITDA

(2) Includes Crayon FMV change, non-recurring items, FX and other adjustments

Value creation

Strongly positioned to drive profitable growth and **shareholder value**

01

Higher growth

- Attractive SAM
- Transformed GTM
- Growth priorities

02

Margin expansion

- Operating leverage
- Operational excellence
- Pricing realisation

03

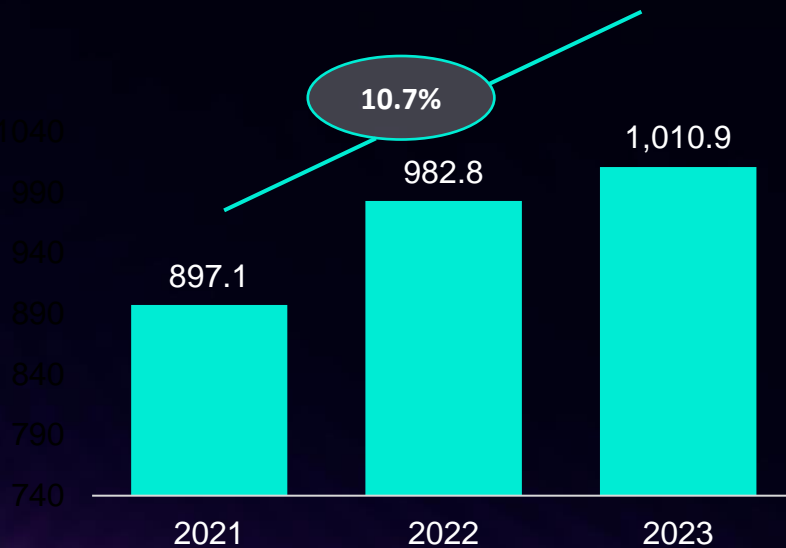
Maximising value

- Investing for growth
- Progressive dividend policy
- Completing buyback programme

Track record of growth, stable margin and attractive returns

Revenues

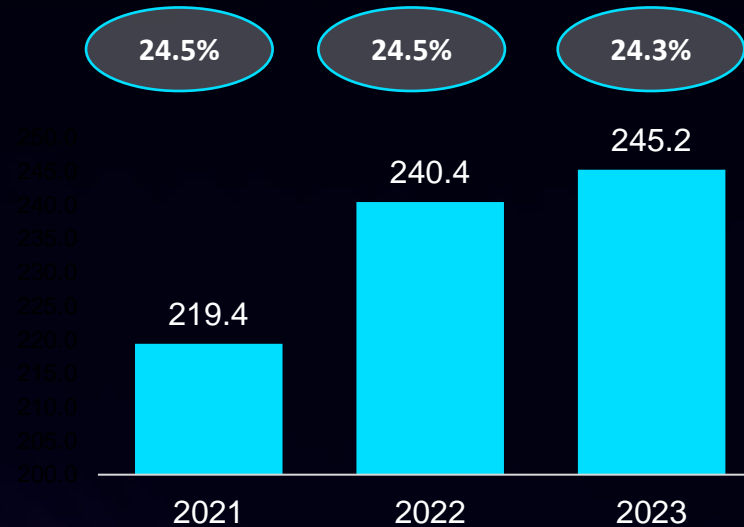
CHFm, CAGR (% YoY ccy)



- Scaling out Services business
- Bolt-ons

Adj. EBITDA

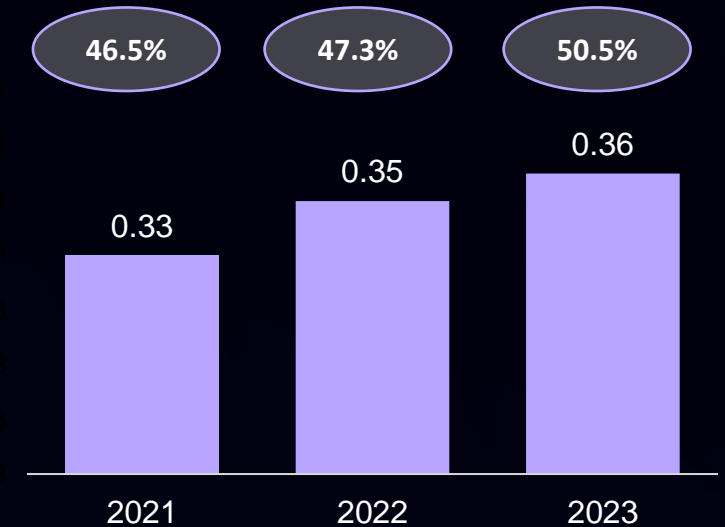
CHFm, margin (%)



- Mix shift towards Services
- Delivery/G&A growth below revenue
- Need to improve sales productivity

DPS & payout ratio

CHF, payout ratio (%)



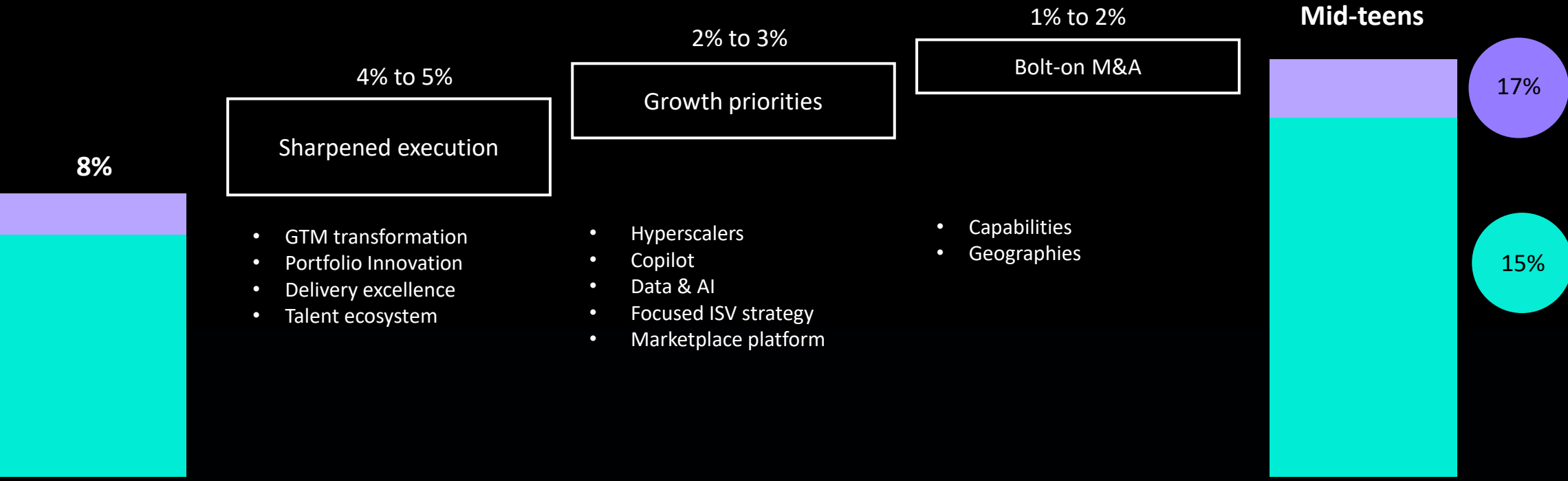
- Progressive dividend payout
- Higher end of guidance

Vision 2026: path to revenue growth acceleration

Revenue growth

%, Illustrative

CAGR, %



Sharpened execution

- GTM transformation
- Portfolio Innovation
- Delivery excellence
- Talent ecosystem

Growth priorities

- Hyperscalers
- Copilot
- Data & AI
- Focused ISV strategy
- Marketplace platform

Bolt-on M&A

- Capabilities
- Geographies

2023

2026 target

Expand Lead



Operational excellence to drive **further effectiveness and efficiency** in 2024



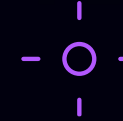
Commercial effectiveness

- Improve sales productivity based on new segmentation
- Transform GTM programme



Efficient delivery model

- Modularise services
- Standardise and automate end-to-end marketplace delivery
- Roll-out pre-sales process



Right-sized support functions

- Drive IT effectiveness/efficiency
- Scale HR shared service centres and fully leverage Workday
- Complete Finance shared service centre transitions

Operational excellence beyond 2024



Analytics-powered GTM

AI-based sales models, tech-enabled salesforce and hyper-personalisation for clients



Automation and GenAI in enabling functions

Enabling functions as Strategic Business Partners leveraging data, AI/learning models and automation



Tech-driven intelligent portfolio and delivery

Leveraging power of AI, cloud to develop custom offerings, provide exceptional customer experience

Examples

'Next Best Action' recommendation engine

AI based predictive revenue forecasting

Incident management learning models for quick resolution

Margin expansion driven by operating leverage and operational excellence

Adj. EBITDA margin

%, Illustrative



Continued solid cash generation

Capital expenditure

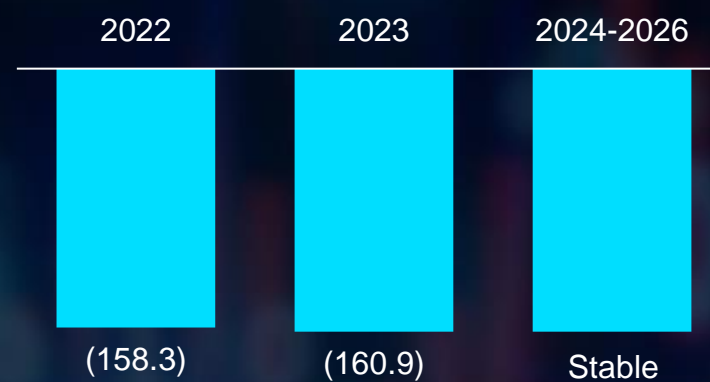
CHFm



- Marketplace platform
- Transformational initiatives
- Normal operating capex

Net working capital inflow⁽¹⁾

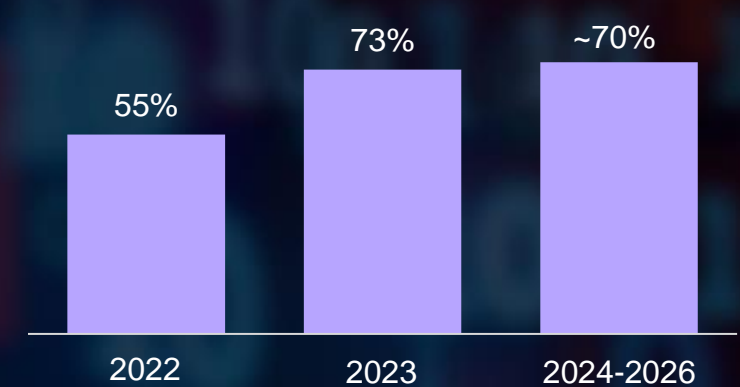
CHFm



- Net working capital financing operations
- Gradual improvement in DSO and DPO

Cash conversion⁽²⁾

%



- Stable capex needs and limited working capital increase
- Expanding Adj. EBITDA

(1) Defined as the trade receivables, current other receivables, prepayments and contract assets minus trade payables, current other payables and accrued expenses and contract liabilities
 (2) Defined as adjusted EBITDA less capital expenditure (including capitalised leases) less change in net working capital

Balanced capital allocation priorities to drive long-term value creation

Reinvest in growth

- Organic growth strategy
- SoftwareOne Marketplace platform

M&A

- Focus on bolt-on acquisitions
- Stringent strategic and financial criteria



Return to shareholders

- Commitment to dividend of 30-50% of adjusted profit, with proposed FY 2023 dividend of CHF 0.36 per share
- Completing share buyback programme of up to CHF 70 million

Growth acceleration and margin expansion by 2026



	2024	Vision 2026
	Transition to higher growth	Profitable growth and shareholder value
Guidance		
Revenue growth ⁽¹⁾	8-10%	Mid-teens
Adj. EBITDA margin (% revenue)	24.5-25.5%	Approaching 28%
Dividend policy	30-50% adjusted profit for the year	30-50% adjusted profit for the year

Value creation

key takeaways

- 01 **Well-positioned** to drive profitable growth and shareholder value
- 02 **Acceleration** in growth driven by transformed go-to-market strategy and growth priorities
- 03 **Margin** expansion underpinned by operating leverage and operational excellence
- 04 **Strong cash conversion** with stable capex and net working capital
- 05 **Balanced** capital allocation: investing in growth, bolt-on M&A and returns to shareholders

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Vision 2026

key takeaways

- 01 **Highly attractive market opportunity** driven by software & cloud growth, enhanced by growth priorities and bolt-on M&A
- 02 **Solid foundation** for next chapter of growth with new leadership team and strengthened organisation through operational excellence
- 03 **Focus on leveraging “lead” business** of software & cloud and value-added services, along with “expand” offerings in high-growth segments such as data & AI
- 04 **Sharpened execution** across go-to-market, supported by segmentation model, coupled with portfolio innovation, delivery excellence and talent management
- 05 **Vision 2026: strongly positioned to deliver profitable growth and shareholder value**

Q&A



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