



Welcome!

09.06.2026

SoftwareOne Capital Markets Day 2026

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CMD 2026

Agenda

Time (CET)	Content	Speaker
14:00 – 14:45	Helping customers navigate complexity	Co-CEOs, Melissa Mulholland and Raphael Erb
14:45 – 15:15	The customer journey – AI as a catalyst	COO, Oliver Berchtold, VP Data & AI, Alexander Waldhaus
15:15 – 15:25	Customer perspective	Procurement and Operations Director, Visma, Roy Steinar Torheim
15:25 – 15:40	Our Channel business	Chief Partner & Sales Officer, Guðmundur Aðalsteinsson
15:40 – 15:50	Channel partner perspective	CEO, Apro, Hlöðver Þór Árnason
15:50 – 16:00	Our talent; attracting, developing and retaining the best	CHRO, Nina Janorschke
16:00 – 16:15	Q&A	Melissa Mulholland, Raphael Erb
16:15 – 16:30	Break	
16:30 – 17:00	Regional spotlight panel discussion	Co-CEO, Raphael Erb, Reg. Presidents: Varun Paliwal (APAC), Patrick Kaegi (DACH), Regina Manfredi (NORAM)
17:00 – 17:20	SoftwareOne as a strategic partner for Microsoft fireside chat	Co-CEOs, Melissa Mulholland, Chief Partner Officer and CVP, Global Channel Partner Sales, Microsoft, Nicole Dezen
17:20 – 17:40	Our financial ambition	CFO, Hanspeter Schraner
17:40 – 18:00	Q&A and closing	Melissa Mulholland, Raphael Erb, Hanspeter Schraner
18:00 – 19:00	Apéro	

CAPITAL MARKETS DAY 2026

SoftwareOne

Helping customers
navigate complexity



**Melissa
Mulholland**

Co-Chief Executive Officer



**Raphael
Erb**

Co-Chief Executive Officer



our core values

Integrity

We consistently do what's right and build credibility through honesty, transparency, and speaking up.

Momentum

We embrace change with resilience, pioneer new solutions, and drive continuous improvement together, moving with pace.

Passion

We always aim to go beyond expectations, deliver with excellence and a growth mindset.

Accountability

We take ownership, follow through on commitments, stay humble, and drive real impact.

Customer-Focus

We are driven by customer success, building loyalty and lasting partnerships with all our stakeholders.

Trust

We put people at the heart of everything, fostering empathy, empowerment, and respect in an environment where everyone can thrive.



Crayon integration delivering ahead of schedule



Run rate cost synergies

Ahead of schedule

Realized CHF 86m end of May



Revenue synergies

Back to growth

Pipeline above target



One organization

One brand globally

Operating as one SoftwareOne



Continued industry consolidation


Supporting strategic rationale


Combined scale and reach strengthening vendor relationship


WHO WE ARE

SoftwareOne: scale, reach, and capabilities

A snapshot


 **70k+** Clients

 **12k** Channel partners
200k+ SMB customers

 The unique, **truly global partner** to hyperscalers and global ISVs


Gross sales⁽¹⁾
CHF 18bn


 **~12k** FTEs⁽²⁾

 **70+** Countries

Consumption under management
CHF 9bn

 **10k+** Vendors

 **12k+**
Certifications across Microsoft, AWS & Google

 Recognized by Gartner and IDC as **global Leader in SAM services**⁽³⁾

Digital transactions per year
CHF 4bn

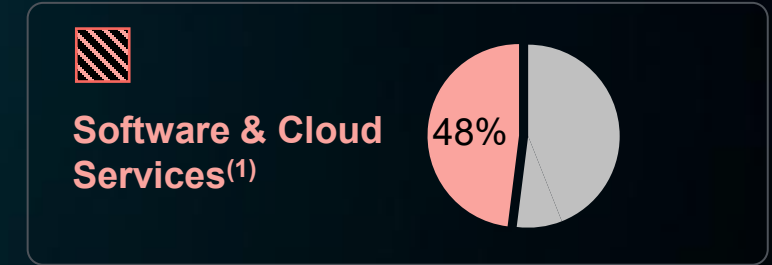
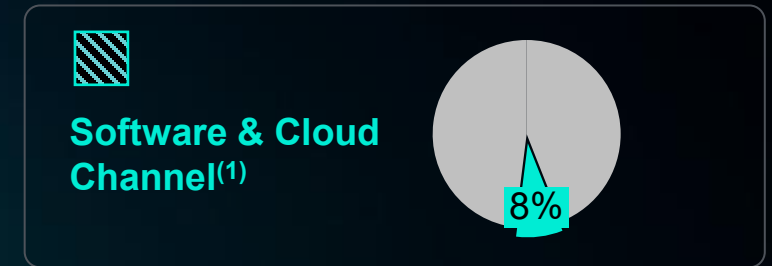
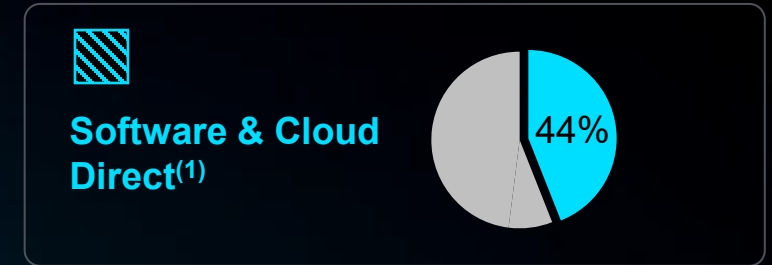
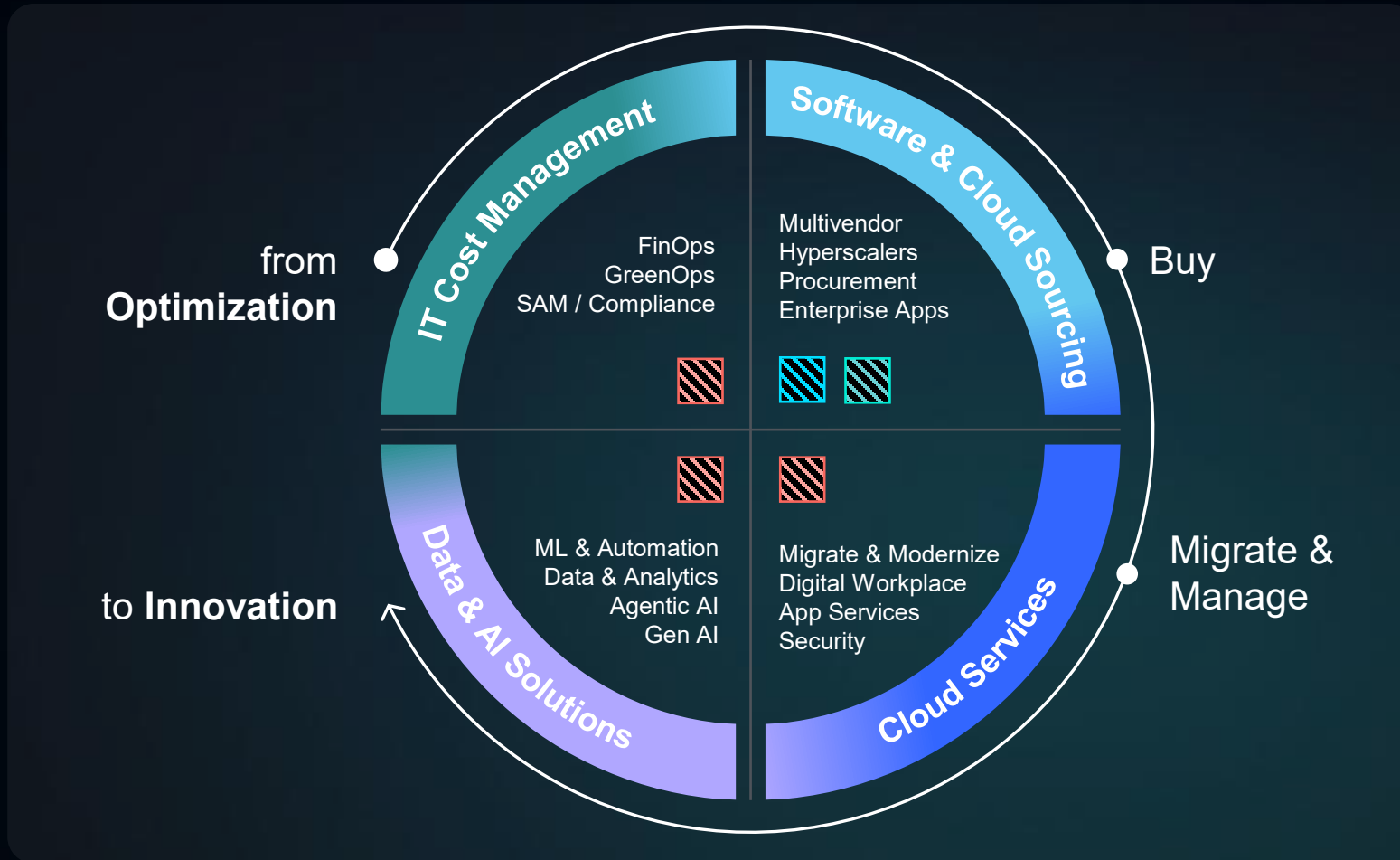
 **#1 partner**
 **Microsoft**

(1) FY 2025 combined like-for-like gross sales. Combined like-for-like figures are based on historical financials assuming the acquisition of Crayon had been completed on 1 January 2024.

(2) As of Q1 2026.

(3) Gartner® Magic Quadrant for Software Asset Management, Managed Services. 29 September 2025 By Yolanda Harris, Jaswant Kalay, Rob Schafer, Charity Hooper.

Addressing the full software and cloud lifecycle



Focused customer segmentation to drive profitable growth

Revenue-based segmentation

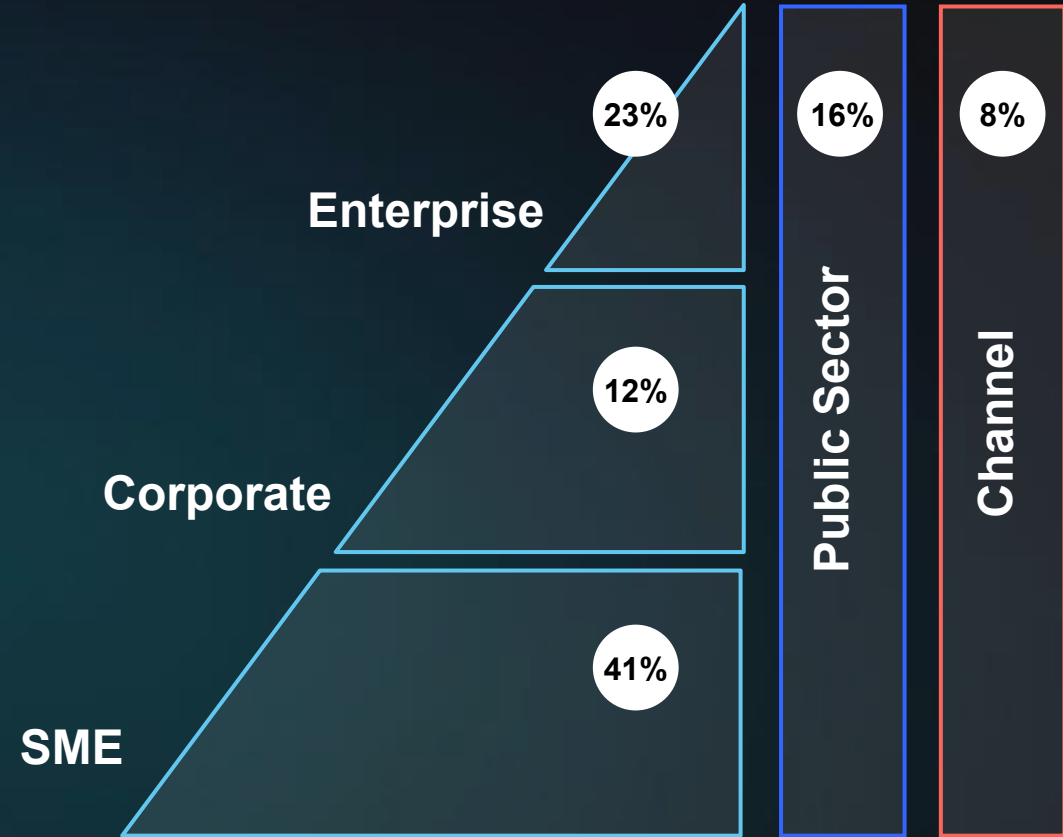
CHF

Enterprise (> 5bn)

Corporate (1bn to 5bn)

SME (< 1bn)

Share of revenue



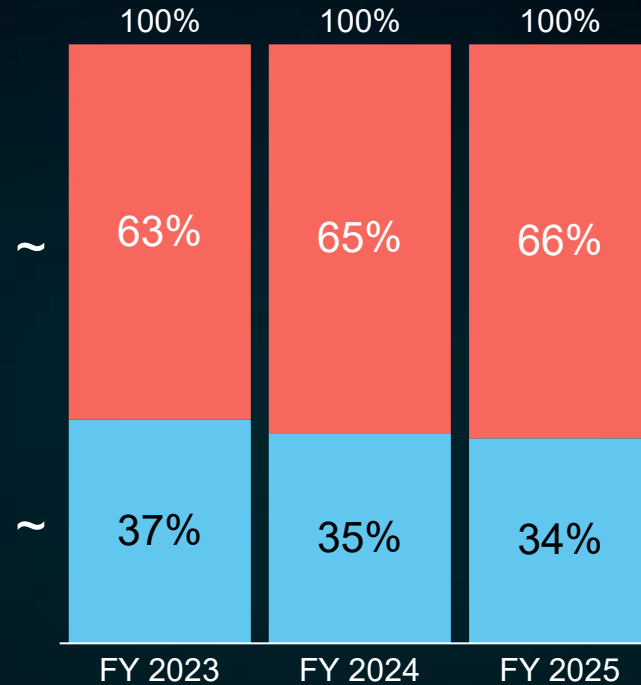
Every transaction is a services opportunity

Customers

Customers buying both software & services **~20%**

Single offering customers **~80%**

Revenue



Revenue retention

~91%

~79%⁽¹⁾

11 Excluding Software & Cloud Channel. Figures include both, SoftwareOne and Crayon data.
(1) Blended average of customers buying transactions only and customers buying services only.

THE TEAM

An experienced leadership team with deep sector expertise



Raphael Erb
Co-Chief Executive
Officer



Melissa Mulholland
Co-Chief Executive
Officer



Oliver Berchtold
Chief Operating
Officer



Hanspeter Schraner
Chief Financial
Officer



Nina Janorschke
Chief Human
Resources Officer



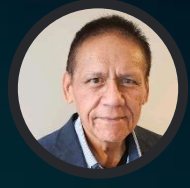
Jon Birger Syvertsen
Chief Strategy &
Integration Officer



Patrick Kleffel
Chief Legal Officer



**Gudmundur
Adalsteinsson**
Chief Partner & Sales
Officer



Larrie Clark
Chief Technology
Officer



Erwin Heinrich
Chief Information
Officer



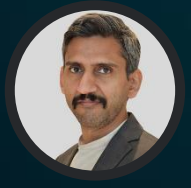
Uwe Schlager
Chief Revenue
Operations Officer



Regina Manfredi
Regional President,
NORAM



Patrick Kaegi
Regional President,
DACH



Varun Paliwal
Regional President,
APAC



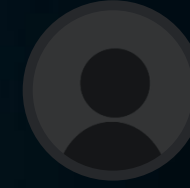
Sonia Caso
Regional President,
LATAM



Rico Andreoli
Regional President,
WEMEA



Alexander Kutowski
Regional President,
CEE



TBA
Regional President,
NORDICS

Advancing our ESG agenda

Our ESG pillars



Environment



Services and Solutions



Social



Governance

The role of ESG in our business

Supports commercial growth through customer solutions

Contributes to growth of higher-value services

ESG platform accelerates integration and future-readiness

Reduces regulatory, operational and execution risk



Key strategic priorities in FY 2026

Climate change:

CDP score B- (2026)
SBTi targets (2027)

GreenOps scale:

+5 GTM activations

Information security:

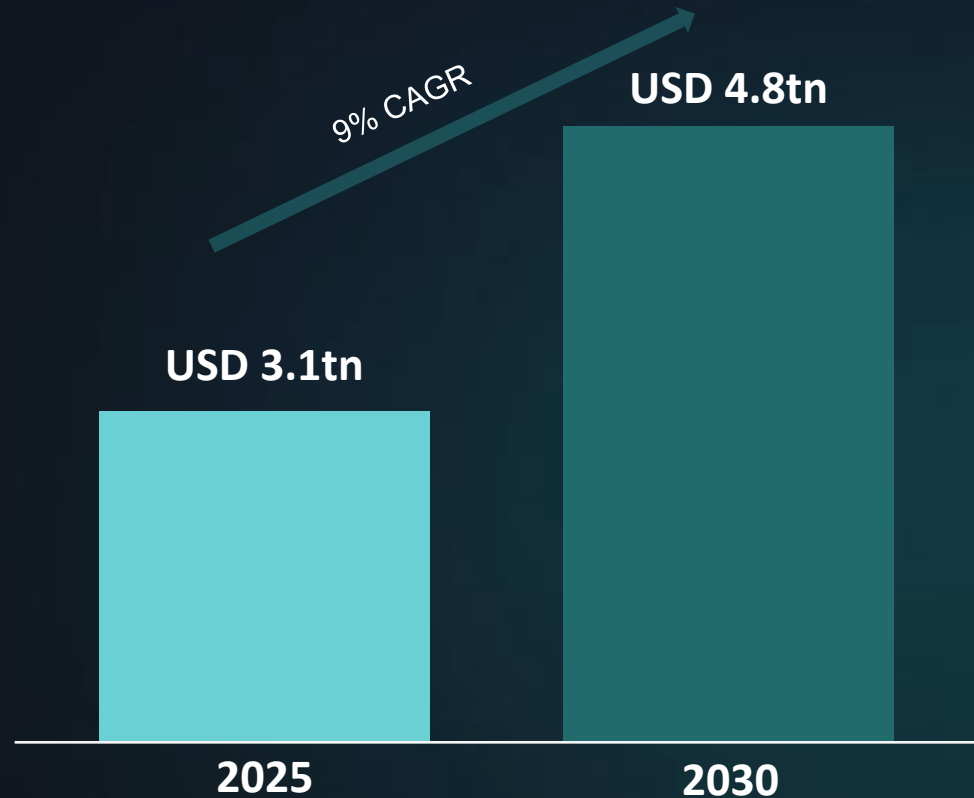
Enhanced NIS2 readiness & resilience

DEIB in talent recruitment:

≥33% women in final candidate slate

End-customer tech spend to reach USD 4.8tn by 2030 – driven by AI

Underlying relevant global tech spend⁽¹⁾



Addressable market pool growth⁽¹⁾

~6%

2025 – 2030 market CAGR
In transactional revenue
value pool

~9%

2025 – 2030 market CAGR
In Service revenue
value pool

The AI opportunity

AI expected to be
component of ~all tech
spend by 2029 – Gartner
forecasts **CAGR of 33%**⁽²⁾

**93% of companies report
to have exceeded their AI
budgets within the last 6
months**⁽¹⁾

Turning complexity into a competitive advantage



SoftwareOne has reinforced its core value proposition through every shift – demonstrating a resilient business model towards technology, macro and geopolitical change.

AI is moving from experimentation to enterprise scale

Enterprises are deploying AI faster than they can govern it. The result is cost they can't control, vendors they can't exit, regulations they can't satisfy, and outcomes they can't measure.



Uncontrolled costs



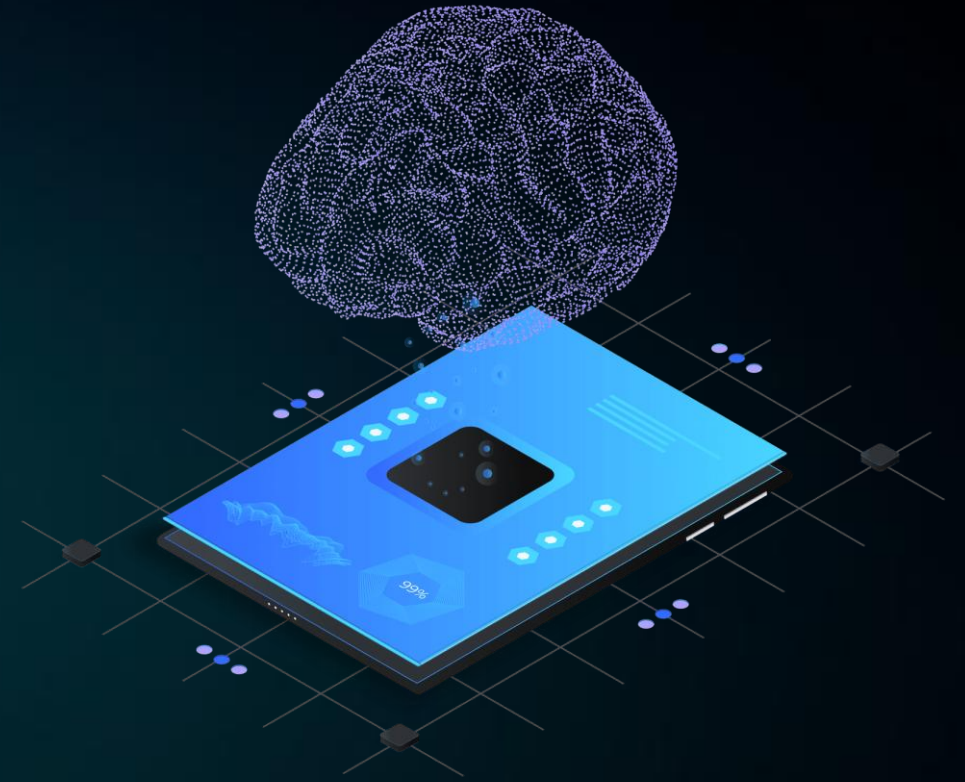
Vendor dependency



Regulatory challenges



Return on investment



Why customers choose SoftwareOne in the AI era

Global reach, local expertise



- Capabilities across SMB & mid-market
- 25+ years of proprietary licensing intelligence across millions of transactions

Vendor agnostic advisor



- Strong global hyperscaler relationships
- Independent advice across 10k+ publishers

Globally recognized leader in cost optimization



- Unparalleled data visibility into IT spend
- 2 000+ cost optimization projects delivered
- USD 1bn cost reductions achieved over the last 2 years

SoftwareOne as a vendor expansion engine

Unparalleled scale Global & local expertise

Connecting vendors to enterprise, mid-market, and SMB customers across direct and channel markets.

Legacy → Frontier From core to next-gen growth

Helping vendors grow established portfolios, while expanding into new emerging technologies.

Independent Trusted across ecosystems

An independent multicloud partner that helps vendors engage customers in complex, multi-vendor environments.

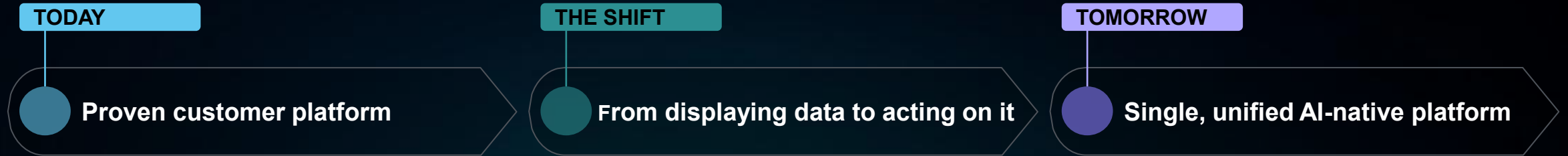
Dual motion Direct + Channel GTM

Direct and Channel go-to-market operating in parallel gives customers and partners flexible access to our capabilities.

Vendor ecosystems are consolidating around partners that can deliver scale, reach, capability, and customer impact – increasing barriers to entry. **SoftwareOne is built for that role.**



From system of display to system of intelligence & action



AI in everything we do – our 3x AI-first framework

AI as a Solution



AI as its own services portfolio offering

Long track record within AI

Awarded Microsoft AI partner of the year in 2019

350 experts in their field

Integrated AI



AI integrated in our customer facing offerings

20-50% efficiency gains

~200 opportunities identified

Internal AI



AI changing internally how we conduct business

97% Copilot adoption

~4k Copilot agents

10+ years of embedded expertise across our business - Powered by 350 Data & AI experts

Our structural advantages will deepen through 2030



**Proprietary
solutions & IP**



**Breadth of
vendor
portfolio**



**Rich,
contextual data**



**Complementary
service
portfolio**



**Domain
expertise**

2030 ambitions

**High
single-digit**

Revenue
CAGR



> 28%

EBITDA
margin



> 60%

Cash
conversion



30 – 50%
of net profit

Dividend
policy



LOOKING AHEAD

Our value creation opportunity



Global leading **AI-powered Software & Cloud provider** in a structurally growing market



Complexity is our tailwind as AI makes software and cloud more complex, and demand for our orchestration grows



A combined group built for scale – with the reach, capability and platform to win



Visible path to **sustainable revenue growth**, margin expansion and cash conversion by 2030

CAPITAL MARKETS DAY 2026

Our business model

Helping customers optimize to innovate



**Oliver
Berchtold**

Chief Operating Officer



**Alexander
Waldhaus**

Vice President Data & AI



AI is moving from experimentation to enterprise scale

Enterprises are deploying AI faster than they can govern it. The result is cost they can't control, vendors they can't exit, regulations they can't satisfy, and outcomes they can't measure.



Uncontrolled costs



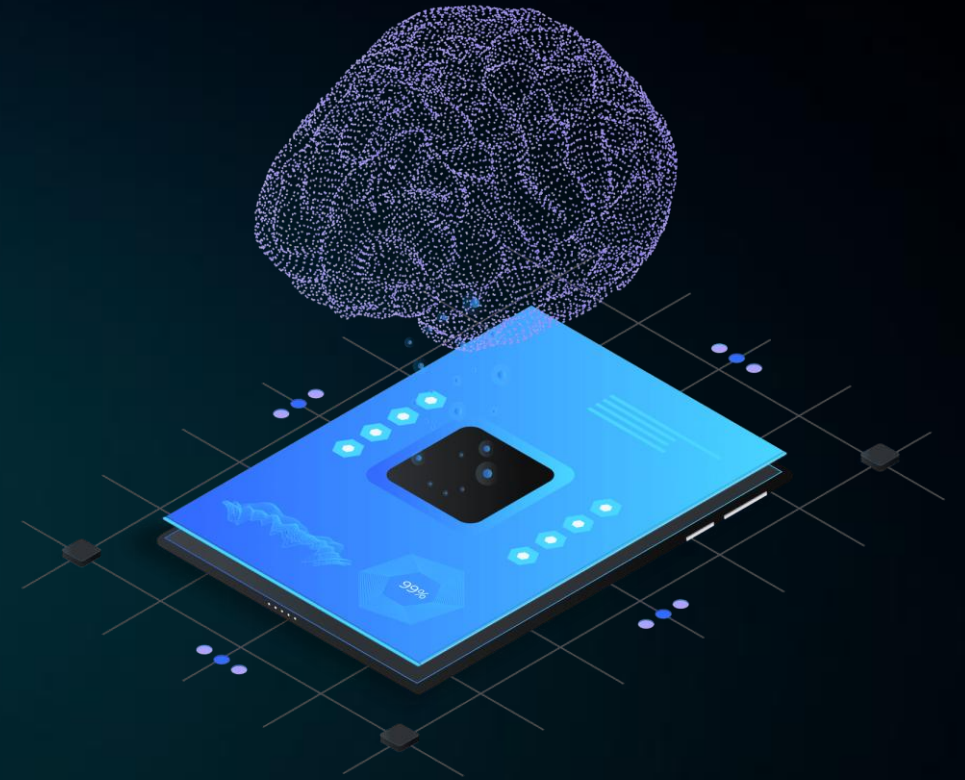
Vendor dependency



Regulatory challenges



Return on investment



Our business model



INSIGHTS

SoftwareOne helps customers navigate complexity, from optimization to innovation

IT Cost Management

Visibility | Control costs | Unlock savings

Software & Cloud Sourcing

Licensing & Vendor expertise | Procurement advise

Cloud Services

Modernize | Secure | Hybrid & multi-cloud landscapes

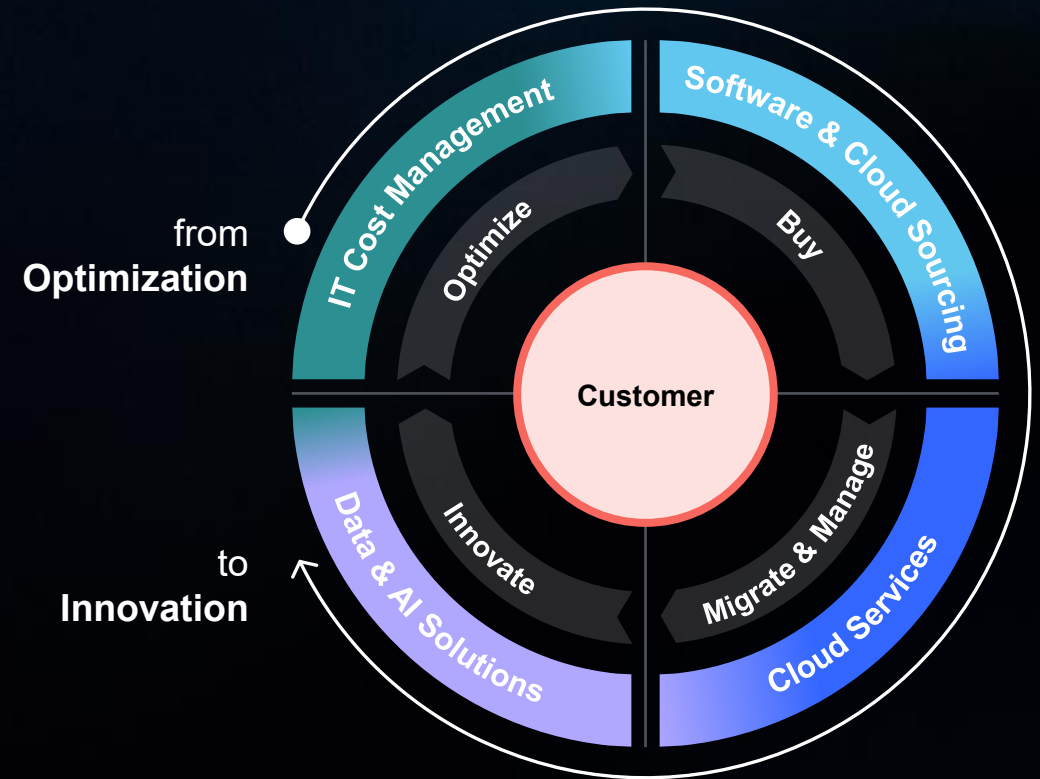
Data & AI Solutions

Ambition into practicality | Scalability | Measurable outcomes



Our Flywheel – one connected journey

We bring clarity to complexity and guide to the right destination. We're not just one part of the journey. We're the entire airport operation behind it.

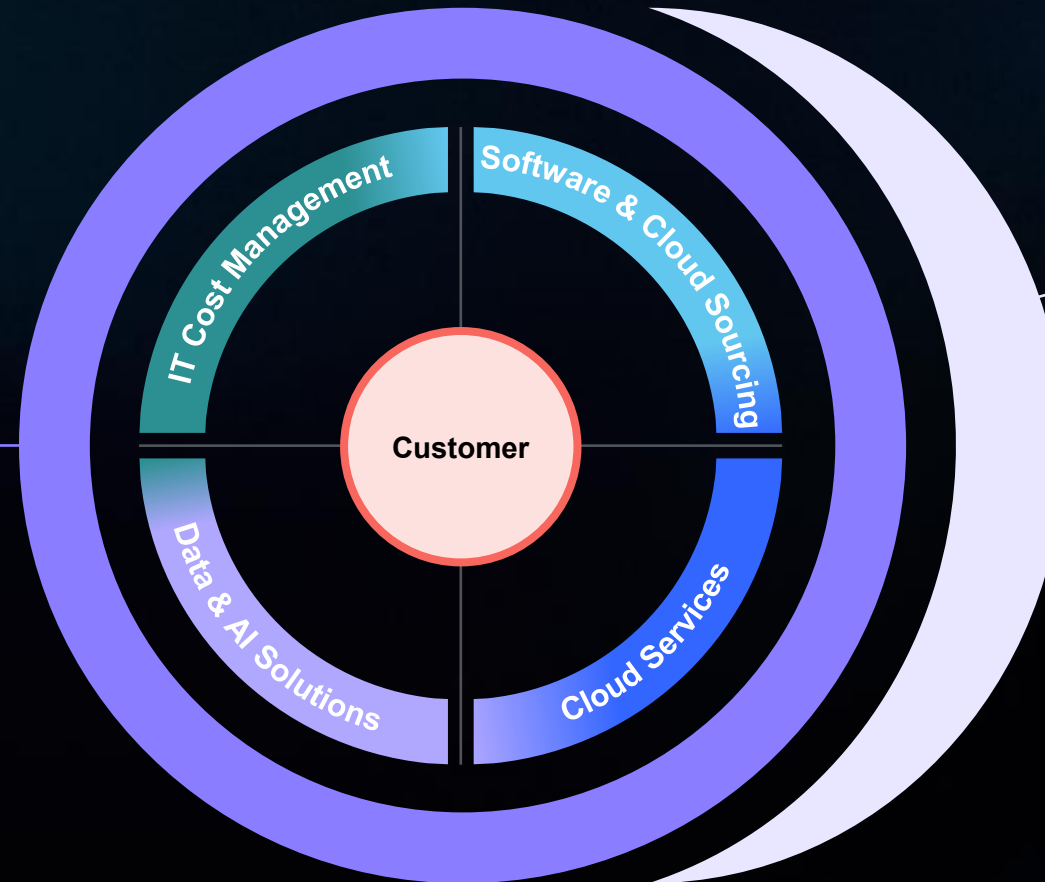


PORTFOLIO

Our portfolio is divided in strategic and non-strategic offerings, to keep focus on our core business

Strategic Global Portfolio

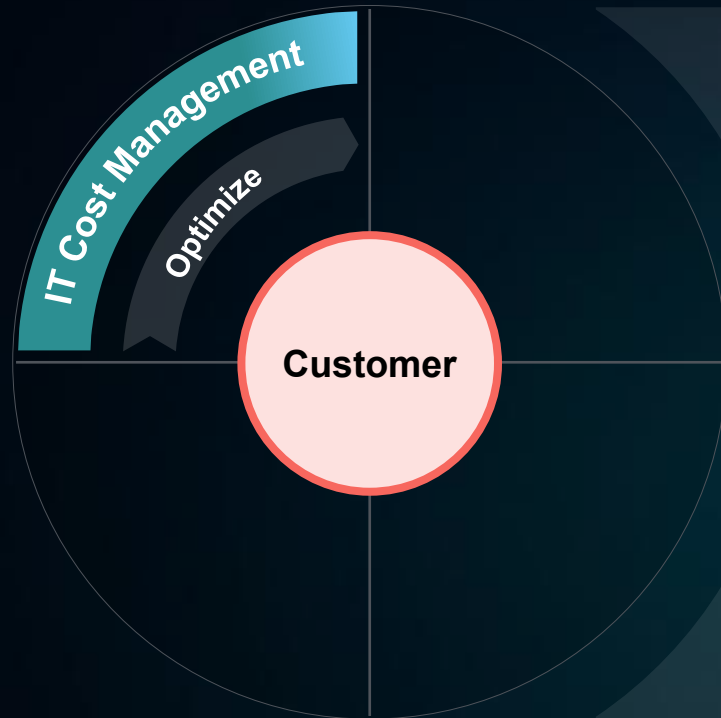
- Aligned with our **GTM** approach and our core value proposition
- **Global coverage** across all industries, segments
- Integrate **AI**



Local Portfolio

- Based on **local opportunities** only by country
- If it supports the **core**
- **Phase out** over time

We help customers optimize and control IT spend to re-invest in future innovation.



CUSTOMER CHALLENGES

- Cloud & AI cost uncertainty
- Complex pricing models
- Fragmented vendor spend

WHAT WE DO

- Advisory, IT Asset Management, and FinOps services
- Manage & optimize software, cloud, and AI spend



- Cost Reduction by **10-30%**⁽¹⁾
- Risk Reduction **200%+** of service costs⁽¹⁾
- **Global #1 Gartner MQ**



Like a flight planner we make sure the fuel is used wisely and nothing is wasted before and during the flight.

Customer value and success stories

Case study:

 **Location:** Denmark / 45k devices / 5'000 apps
 **Industry:** Manufacturing

Challenge

Software consumptions and usage was unknown, and exposed high risks

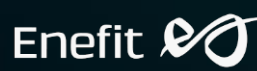
Solution

Implement SAM framework and tool to continuously optimize and right-size

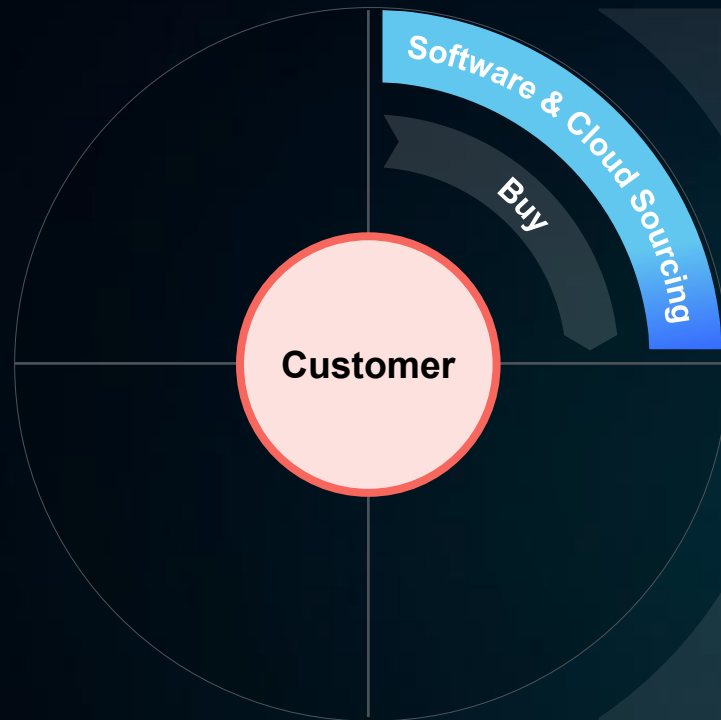


Value

- ✓ **Visibility** what is used and consumed
- ✓ **3.4m EURO (2023 – YTD)** savings
- ✓ Partner in every **vendor negotiation**
- ✓ **Data availability** for demand right-sizing
- ✓ **Cost control**



We help customers navigate solutions and vendor choices to procure the right software and cloud at the best value



CUSTOMER CHALLENGES

- Complex vendor landscape
- Unclear licensing and pricing
- Fragmented marketplaces
- Inefficient procurement cycles

WHAT WE DO

- Provide access to software, cloud, and AI solutions
- Enable sourcing and purchasing
- Strategic Advisor to customers towards vendors

USD 772 billion market opportunity by 2029⁽¹⁾



Like a travel agency, we help customers find the right options, secure the right terms and make sure every booking supports the wider journey.

AI-augmentation to automate our transactional licensing operations

A proprietary data advantage built over 20+ years, with 41m price points

AI Sourcing Companion (Agent)

Is helping our colleagues to analyze quote requests and recommend sourcing actions **today**...

32%
User adoption

18%
Time to quote reduction



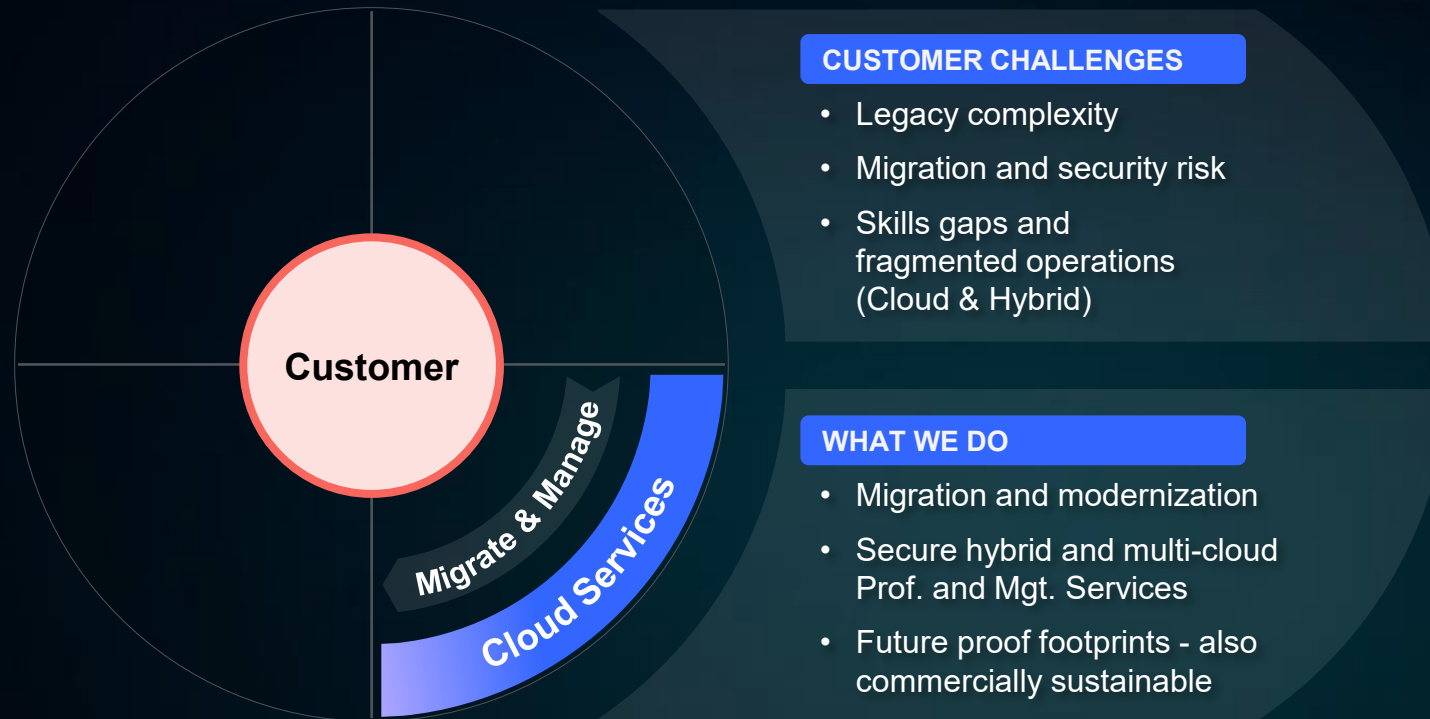
9-12 months

... and will be available for our customers to leverage fully **automated** quoting

57%
of quote requests


50%
Reduced quote effort

We help customers implement, migrate, modernize, and manage their IT estate with confidence and security



• External provided cloud transformation at **65% today**⁽¹⁾

• Projected to reach **85% by 2029**⁽¹⁾

 Like airport ground engineers, we make sure the aircraft is reliable, secure, and ready to perform every day.

Customer value and success stories

Case study:

 **Location:** United Kingdom

 **Industry:** Education



Barton Peveril
Sixth Form College

Challenge

Exploding licensing costs on the existing on-prem environment by 500%

Value

- ✓ **10%** licensing cost savings
- ✓ Reduced management efforts
- ✓ Integrated existing AI solutions
- ✓ **Zero** downtime
- ✓ Secured sensitive data

Solution

Migrate to GCP since Barton was a heavy Google ecosystem user



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Data & AI at SoftwareOne

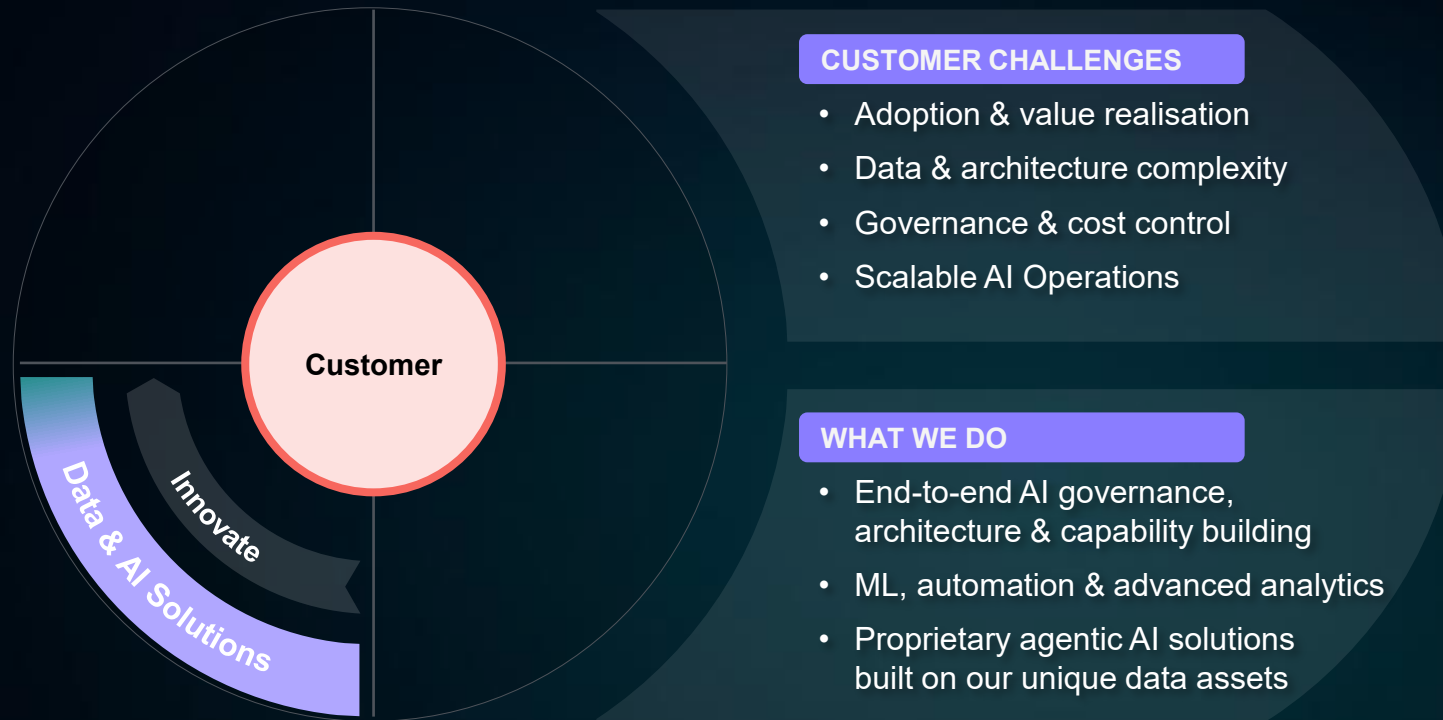
Innovation with impact.
Funded by realized savings




**Alexander
Waldhaus**

Vice President Data & AI

We help customers build, scale, and leverage intelligent data & AI solutions to unlock business value



Median (companies) AI spend is projected to rise from USD 7.6m in 2024 to **USD 16.6m in 2026⁽¹⁾**

 *We're like air traffic control. We don't fly the planes, but we make sure every flight has a clear route, cost of operation, full visibility, and a safe landing.*

What we do: from foundation to proprietary advantage

01 | AI Advisory Foundation

Enabling the Base

02 | Design & Implementation

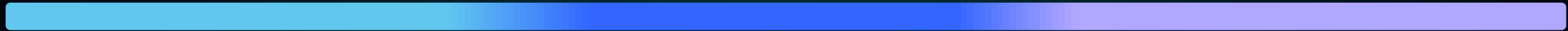
Built for Your Context

03 | Proprietary IP & Manage

Where We Are Unique

Proprietary IP on our expertise

- AURA – Upsell & Renewal Agent (featured)
- IT Asset & Contract Intelligence
- Licensing Advisory & Optimization
- Data Platform Assessment



Commoditizing excellence


Accelerating time to value

Defensible advantage at scale

Customer success story

Case study:

 **Location:** Spain

 **Industry:** Visual Quality Inspection for Manufacturing



Challenge

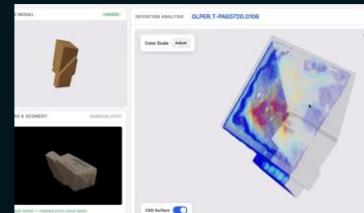
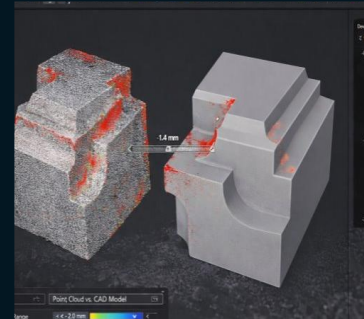
- QA dependent on individual judgement
- Every stone is unique – no standard reference
- Defect correlation required physical site visits

Solution

- ✓ 3D scanning at 1mm precision
- ✓ AI model compares each stone against its CAD file automatically
- ✓ Hosted web application – no site visit needed

Value

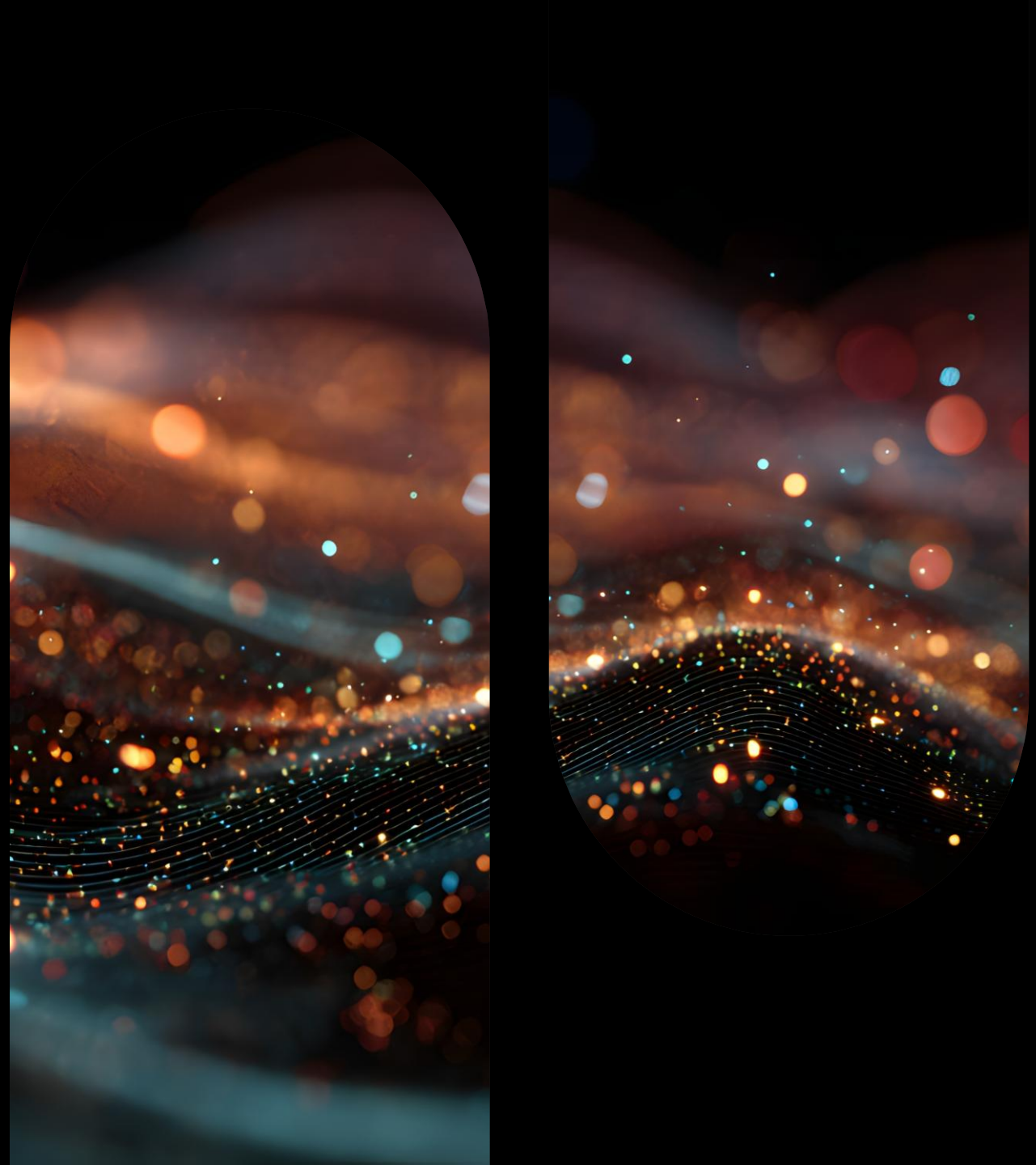
- ✓ Improved consistency in grading and acceptance
- ✓ Streamlined QA process tracking and documentation
- ✓ Inspection and transportation time savings



DATA & AI

AI within SoftwareOne

Driving internal business efficiency



The AI-augmented delivery agent(s) and automation

VALUE

Our ambition “AI in everything we do in Services & Licensing Operations” leverages our human expertise and elevates our customer experience and efficiency to the next level

EULA & IT Contract Analyzer

Monitor and analyse license terms based on defined criteria (80)

Numbers impact since April 2026

99%

Detection accuracy

22%

Delivery time reduction

Automated Billing CSP

Automate CSP billing to drive down efforts, lead times and increase customer satisfaction

Numbers impact 05/2026

50%

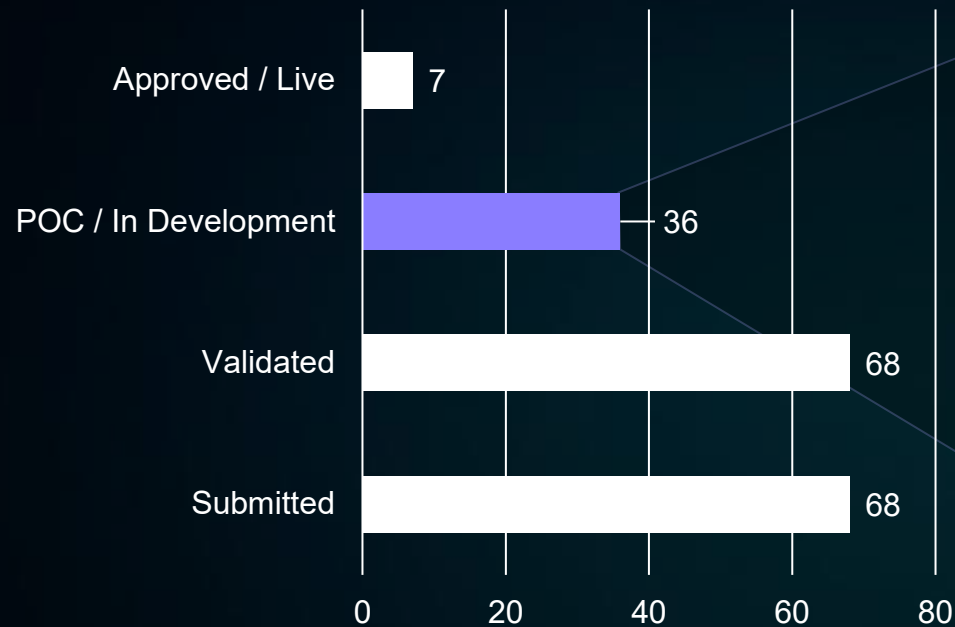
Operational synergies

20%

Time to invoice (NWC)

179 use cases are in our funnel to drive our AI first framework

Submission Pipeline and Traction



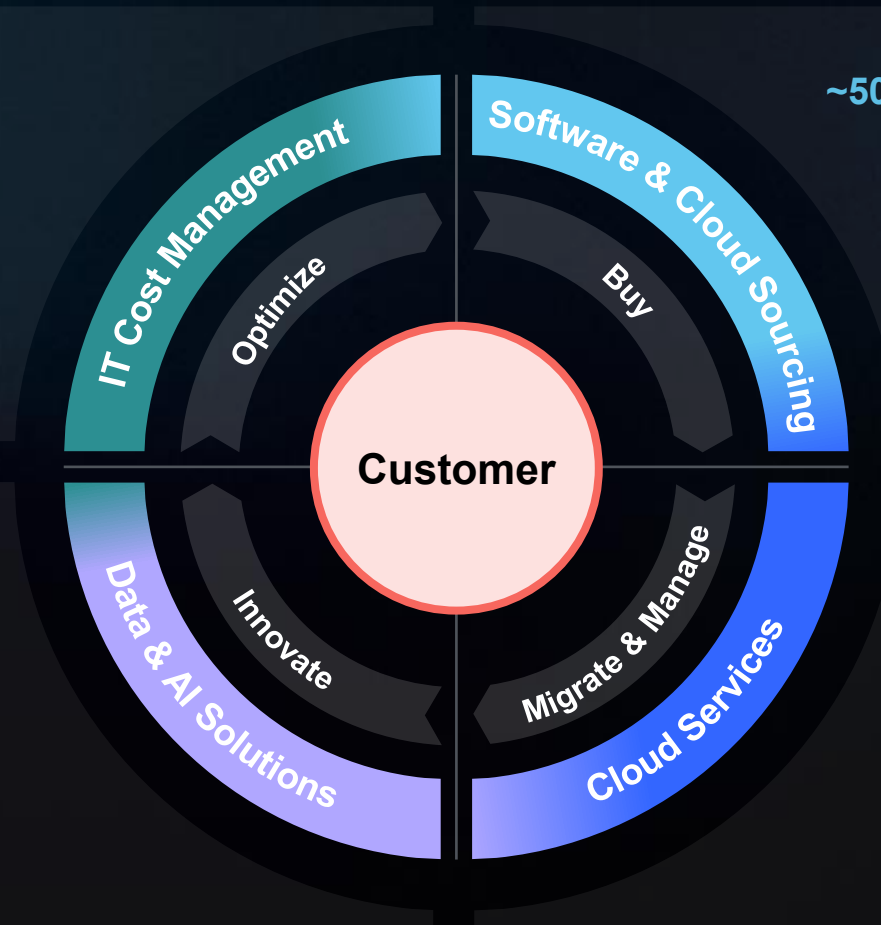
Third-Party Risk Assessment Agent Risk & Compliance	In development
AI-Driven Tender Discovery & Qualification Bid Management · POC active	In development
Services Agent Framework Service Delivery Automation	In development
Cloud Insights — CSP Intelligence Agent Revenue & Pipeline · POC active	In development
AI Presales Assistant Revenue & SoW Generation	Up next
Copilot Adoption & Governance Agent Developer Productivity Platform	Up next
AI-Driven Tender & Bid Delivery Platform Bid Management · POC active	Up next

AI increases cloud consumption, complexity and services demand — directly benefiting our model



60% of organizations report unauthorized AI use⁽¹⁾
AI increases complexity & compensation needs

~50% of organizations are buying new tools and platforms⁽²⁾
AI adoption forces customers to upgrade and buy new tools



AI services will reach **USD 516 billion** by 2029, Consulting CAGR of **17%**⁽³⁾
AI drives new services demand to be AI ready

29% CAGR 2024-2029 of AI Infrastructure⁽⁴⁾
AI accelerates secure cloud management



(1) Gartner®: 5 Human Readiness Barriers to AI Value CIOs Can't Ignore. Published 13 October 2025. By Gabriela Vogel, Sneha Ayyar, Shanna Grafeld, Mary Mesaglio, Rob O'Donohue, Tori Paulman
(2) Gartner®: 2025 Finance Software Investments: AI and GenAI Drive New Purchases. Published 26 March 2025. By Garrett Astler
(3) Gartner®: Market Opportunity Map: Direct Artificial Intelligence Services, Worldwide, 2026. Published 23 January 2026. By Ben Fieselmann, Chrissy Healey, Colleen Graham, Matthew Brown
(4) Gartner®: Forecast Analysis: AI Spending, 4Q25. Publish 17 December 2025. By Kay Arnott, Amarendra ., Colleen Graham, Ranjit Atwal, Arunasree Cheparthi, Hardeep Singh, Adrian O'Connell, Shailendra Upadhyay, Jon Erensen, Naresh Singh, Peter Middleton

The big opportunity for SoftwareOne



30% reduced AI expenditure through ITAM/FinOps⁽¹⁾

We are in the pole position as the **Global #1 Gartner MQ player**



30% additional costs due to unmanaged and redundant SaaS solutions⁽²⁾

AI is increasing sourcing and licensing complexity while more vendor choice



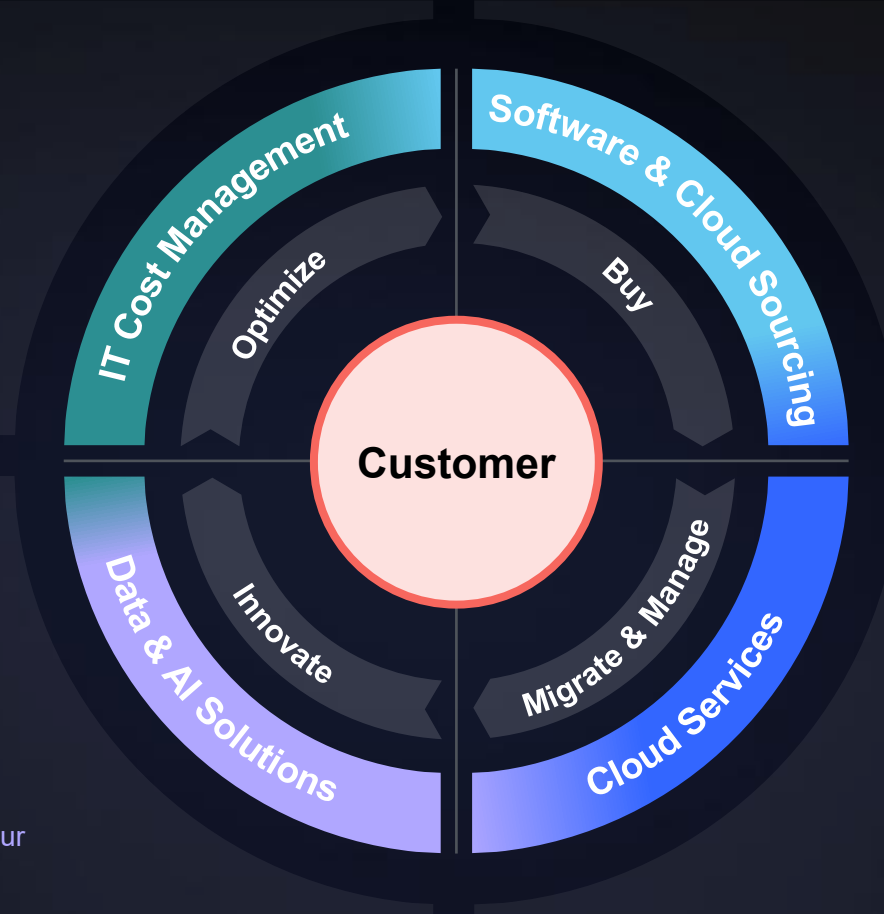
90% of AI agents developed by customers will need to be re-platformed⁽⁴⁾

Secure, data-driven AI value – built on our expertise and IP



60% will leverage data across multiple clouds⁽³⁾

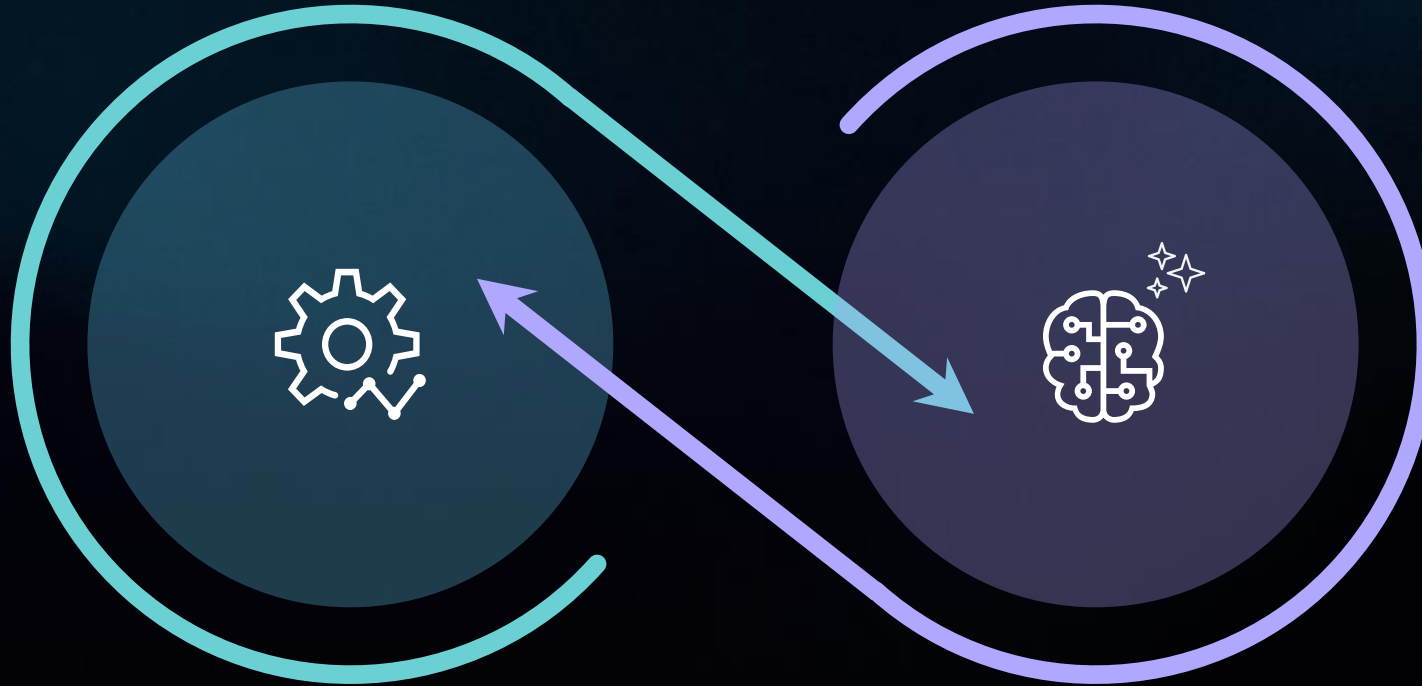
Regulation, security, and AI demand a unified Flywheel as One



(1) Gartner®: Cut Software and Cloud Costs With the Right SAM and FinOps Managed Service. Published July 9, 2025. By Stephen White, Yoann Bianic
(2) Gartner®: Future-Proof Your Portfolio: The Power of Early Vendor Reviews. Published 4 May 2026. By Christopher Dixon, Yoann Bianic
(3) Gartner®: The Future of Cloud in 2030: AI-Enabling Cloud. Published August 6, 2025. By Dennis Smith
(4) Gartner®: The Death of Enterprise Applications Is Greatly Exaggerated. Published 6 November 2025. By Jason Wong, Patrick Connaughton

Our business model evolution

Optimize to
innovate



Innovate to
optimize

SOFTWAREONE

Our business model evolution



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Roy Steinar Torheim

Procurement and Operations Director, Visma



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The Customer Perspective

software one + **VISMA**

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Our Channel Business

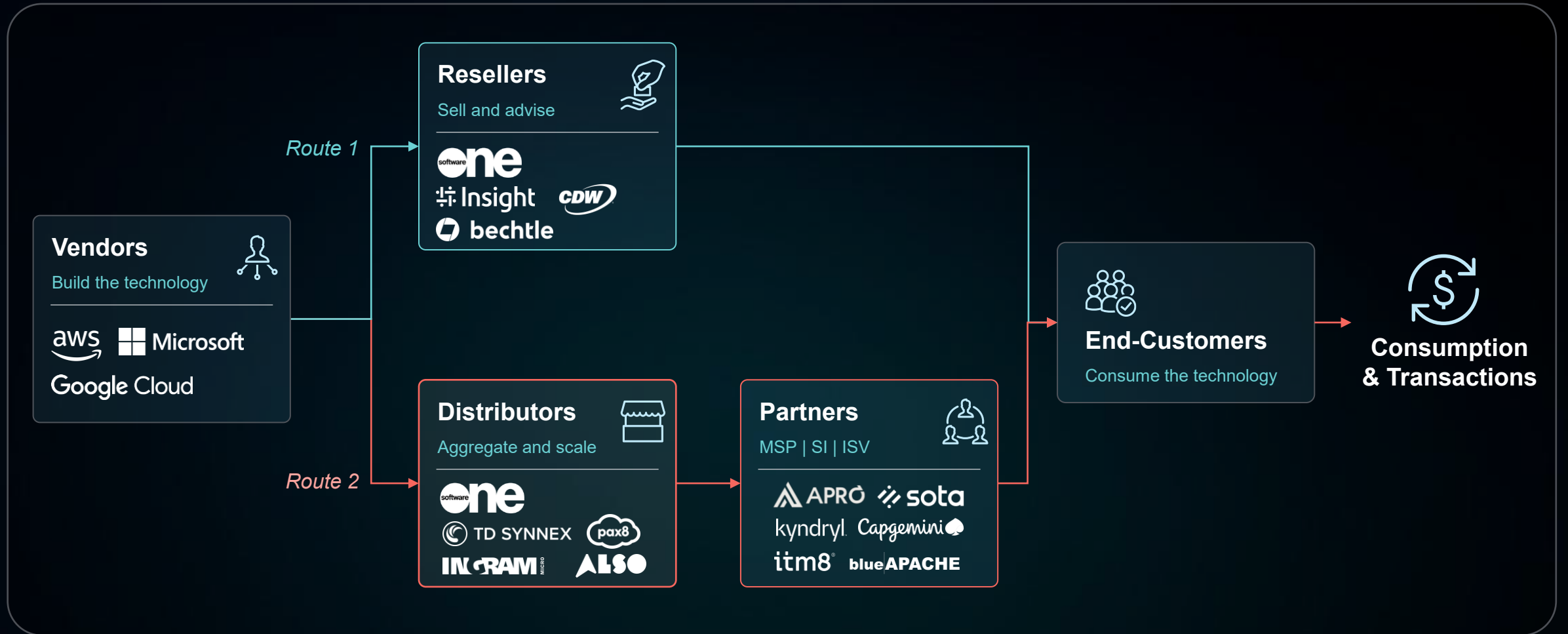


**Guðmundur
Aðalsteinsson**

Chief Partner & Sales Officer



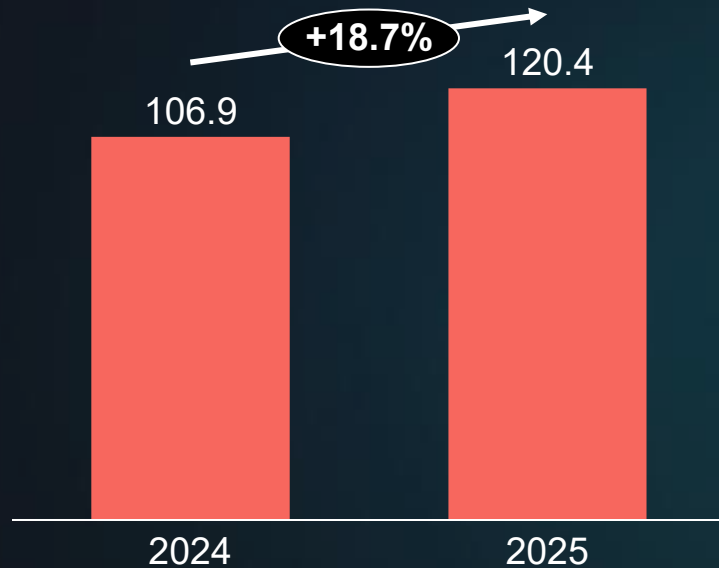
Channel distribution represents our second route to market



Why Channel for SoftwareOne?

Channel is a growth driver....

Revenue⁽¹⁾, CHFm, % YoY ccy



...based on an attractive business model



Scalable

business model

- Platform centric
- Global capabilities, local execution
- Scale engine for vendors in SME



Complementary

to other business lines

- Efficient go-to-market route for SME customers
- Full coverage of all segments



Exposure

to ISVs

- Channel model well suited for ISVs and product companies

Why partners choose to work with SoftwareOne



Partners choose SoftwareOne because their growth is at the center of our model

How we help our partners:



Focused model

Cloud-first distribution built in partnership with leading hyperscalers and select vendors



Platform

A self-service platform that simplifies transactions and optimizes partner operations



AI-driven insights

Actionable insights that help partners identify opportunities and optimize decisions



Services

Value-added services that help partners unlock growth and new revenue streams

Outlook and SoftwareOne's big opportunity

OUTLOOK

Distribution is shifting from enabling transactions to enabling partner value creation

Vendors continue to consolidate on players with strong capabilities

Global nature of customer needs, but **local business relationships** remain critical

OPPORTUNITY FOR SOFTWAREONE

Channel business model proven and operating in **~25 markets**

Additional potential to ramp up the remaining **~45 markets**

We can drive further growth in all markets from our **AI-enabled, cloud-centric distribution model**

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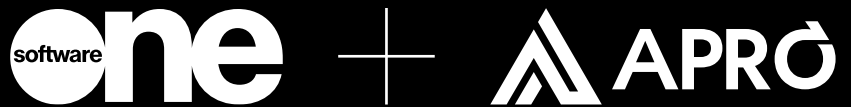
Hlöðver Þór Árnason

Chief Executive Officer, Apro



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The Channel partner perspective



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Our talent and culture Powering scalable success



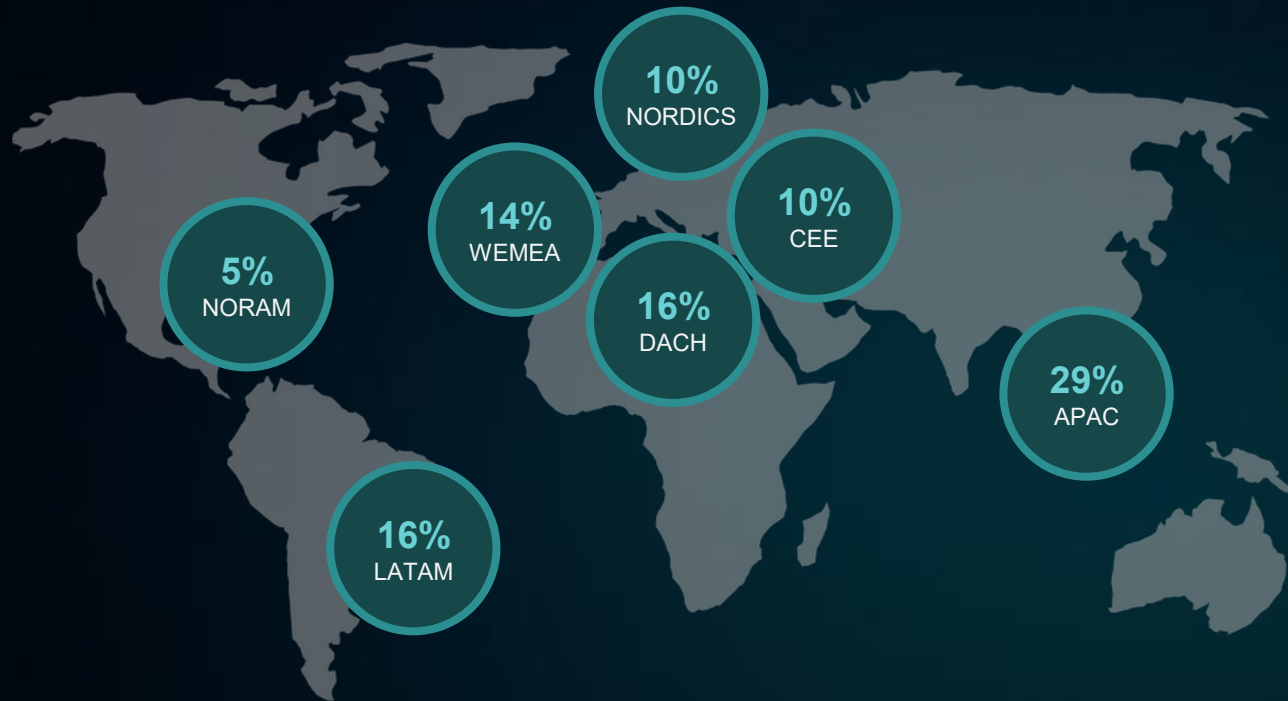
**Nina
Janorschke**

Chief Human Resources Officer



Workforce demographics

Our global organization - regional view



SoftwareOne – our employees in numbers

DEMOGRAPHICS

12,428
FTEs⁽¹⁾

8.6
Ø yrs median tenure

38.9
Ø age in years

34%
female share of all HCs

EXPERTISE & CAPABILITIES

700+ ITAM & FinOps specialists
Largest ITAM practice globally

12,000+ Certified employees
Microsoft, AWS & Google certified

350 Data & AI practitioners
Growing at high speed

75% Leaders registered
for leadership training

11.5 Annual training hours p.p.
incl. AI internal training

Our unique, value-driven culture



One company



defined by our values



embracing diversity

Meet some of our talent



Tora Deglum

Global TA Lead, Enabling Functions, Norway

“As part of our global Talent Acquisition team, I see our values shape how we connect with people from all over the world. By partnering closely with our hiring leaders, I focus on identifying and attracting talent who bring new perspectives and drive meaningful impact.”



Oscar Castillo

Account Manager, Chile

“My experience at SoftwareOne has been wonderful. The quality of my colleagues and leaders motivates me to improve every day. With great professionals and even better people, our achievements stem from exceptional teamwork.”



Prithy Yathavamurthy

Director Data & AI, India

“We have moved past the AI experimentation phase. Our clients at SoftwareOne are seeing real outcomes, faster decisions, smarter operations and new revenue streams. That’s the promise of AI done right, and that’s exactly what we are delivering.”



Hoang Le

Business Development Manager, Vietnam

“My journey at SoftwareOne has been incredibly fulfilling. With the support of amazing colleagues and mentors, I’ve worked on diverse projects and grown every step of the way. I’m proud to be part of a company that truly empowers its people, and I look forward to continued growth and success at SoftwareOne.”

impact our core values

Integrity

We consistently do what's right and build credibility through honesty, transparency, and speaking up.

Momentum

We embrace change with resilience, pioneer new solutions, and drive continuous improvement together, moving with pace.

Passion

We always aim to go beyond expectations, deliver with excellence and a growth mindset.

Accountability

We take ownership, follow through on commitments, stay humble, and drive real impact.

Customer-Focus

We are driven by customer success, building loyalty and lasting partnerships with all our stakeholders.

Trust

We put people at the heart of everything, fostering empathy, empowerment, and respect in an environment where everyone can thrive.



Our unique, value-driven culture



One company



defined by our values



embracing diversity

Meet some of our talent



Tora Deglum

Global TA Lead, Enabling Functions, Norway

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People & Culture as strategic driver of our performance, growth, and company culture

Driving scalable success through a thoughtful blend of advanced **AI capabilities** and a **strong culture** rooted in genuine care and community, enabled by empowered colleagues around the globe.

Building high-performing teams, supporting our growth strategy through:



Leadership and talent retention



AI capabilities



AI-driven workforce transformation



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Q&A



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Brian Moats

Senior Vice President of Global Commercial
Sales and Partners at Broadcom



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Regional spotlight



**Raphael
Erb**

Co-Chief Executive Officer

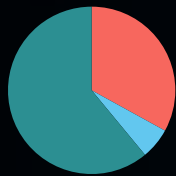


Global reach with unmatched local delivery capability

FY 2025 Revenue split by business line⁽¹⁾

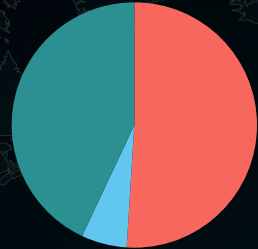
- Software & Cloud Direct
- Software & Cloud Channel
- Software & Cloud Services

NORAM — largest and most competitive software and cloud market globally.



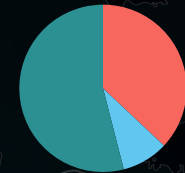
countries⁽²⁾: 2
FTEs⁽³⁾: 0.6k

WEMEA — highly fragmented market with strong incumbent local resellers.



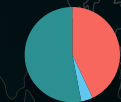
countries: 14
FTEs: 1.8k

NORDICS — strong inherited position and brand from Crayon combination.



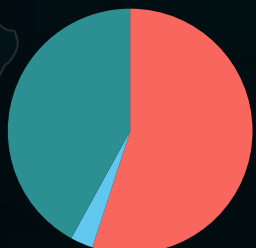
countries: 5
FTEs: 1.2k

CEE — fast-growing, underpenetrated market strong IT adoption momentum.



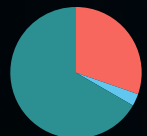
countries: 15
FTEs: 1.2k

DACH — incumbent position with deep enterprise and public sector relationships.



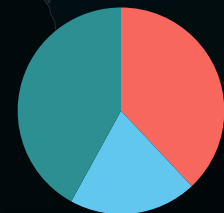
countries: 3
FTEs: 1.9k

LATAM — high-growth region with low cloud penetration.



countries: 16
FTEs: 2.0k

APAC — fastest-growing region for cloud spend but highly uneven digital maturity across markets.



countries: 15
FTEs: 3.6k

(1) Based on FY 2025 combined like-for-like revenue.

(2) Number of countries per region based on legal entity structure.

(3) Number of FTEs per region as of Q1 2026. Includes Group functions, such as shared sales and service delivery centers and financial shared service centers. Figures may not sum due to rounding.

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Regional spotlight: DACH | NORAM | APAC



**Patrick
Kaegi**

Regional President, DACH



**Regina
Manfredi**

Regional President, NORAM



**Varun
Paliwal**

Regional President, APAC



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Nicole Dezen

Chief Partner Officer and
CVP, Global Channel Partner Sales,
Microsoft



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SoftwareOne as a strategic partner for Microsoft



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Our financial ambition 2030



**Hanspeter
Schraner**

Chief Financial Officer



Our combined business has a strong financial foundation to deliver profitable growth



Successful execution of Crayon integration

- Strong business momentum
- CHF 86m synergies delivered, ahead of plan for CHF 100m



Focus on value creation

- Profitable growth focus
- Cost discipline
- Strong cash conversion
- Better earnings quality



Delivering attractive shareholder returns

- Balanced capital allocation
- Attractive shareholder returns

2030 ambitions

**High
single-digit**

Revenue
CAGR



> 28%

EBITDA
margin



> 60%

Cash
conversion



30 – 50%
of net profit

Dividend
policy

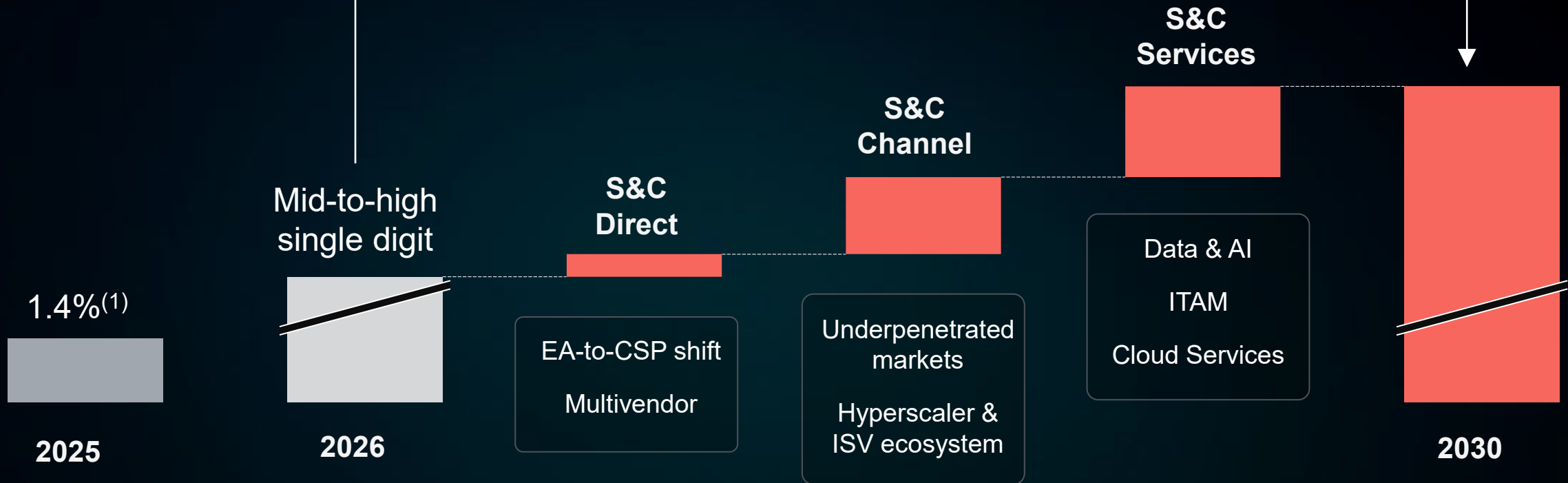


Revenue CAGR from 2026 to 2030: High single-digit



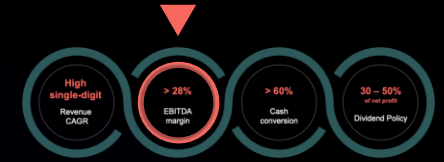
Illustrative

High single-digit CAGR from 2026 to 2030

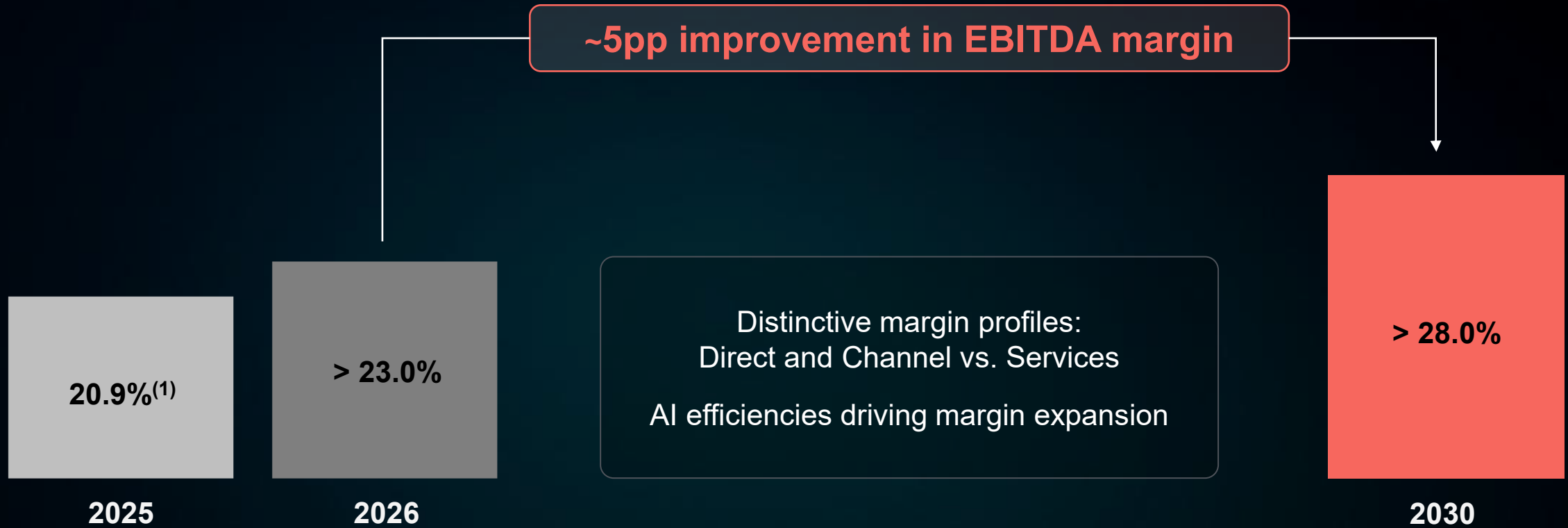


71 (1) Like-for-like comparison, assuming the Crayon acquisition had been effective as of 1 January 2024.

EBITDA margin 2030: > 28%

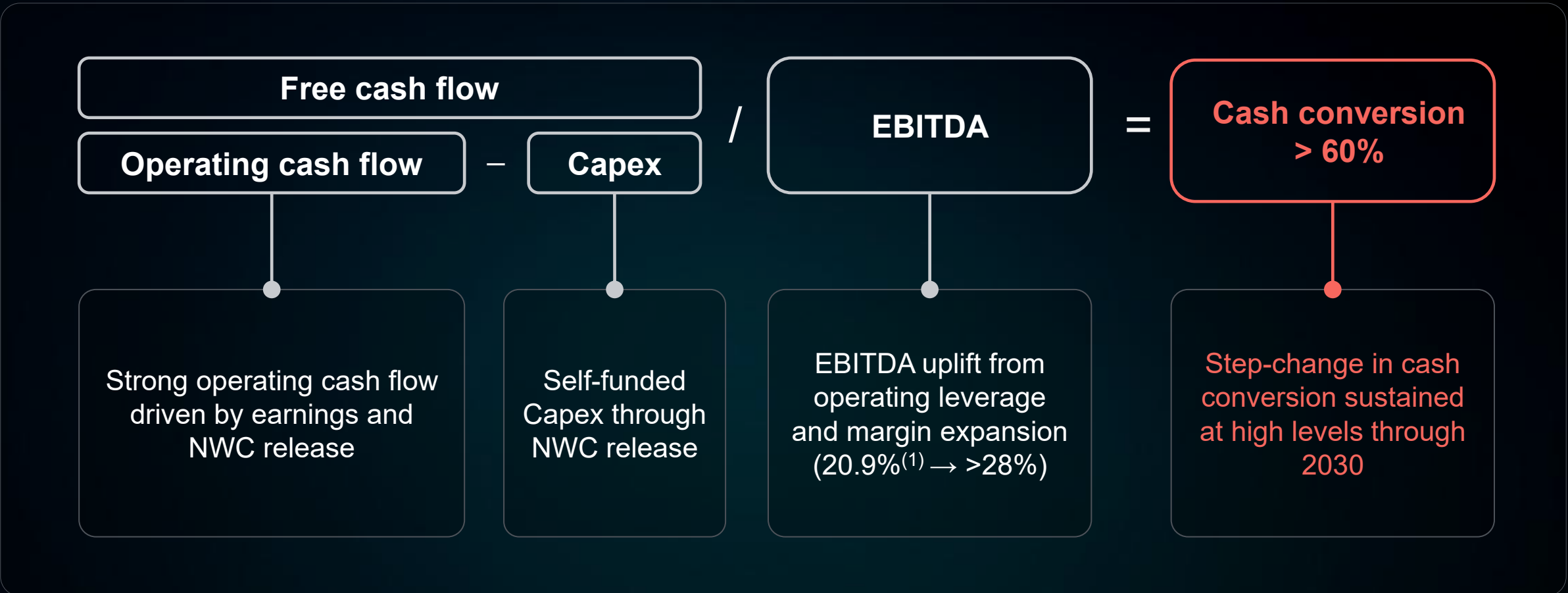
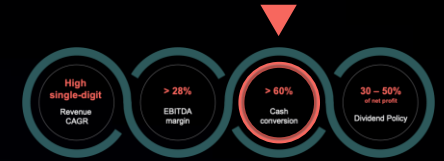


Illustrative



72 (1) Like-for-like comparison, assuming the Crayon acquisition had been effective as of 1 January 2024.

Cash conversion: > 60%



73 (1) Like-for-like comparison, assuming the Crayon acquisition had been effective as of 1 January 2024.

Capital allocation policy aligned with growth ambitions



Investing in sustainable growth

- Focused investment in organic growth
- Strategic AI investments to unlock growth and efficiency
- Selective, value-accretive bolt-on M&A



Progressive dividend policy

30-50% of net profit



Disciplined leverage

Healthy net debt / EBITDA ratio

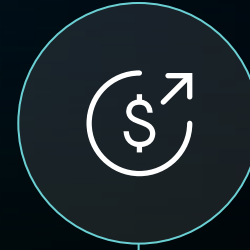
A strong financial foundation and a clear path to our targets



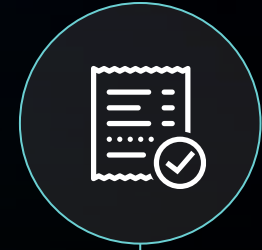
**Sustainable
revenue growth**



**Structural
margin expansion**



**Improved
cash generation**



**Improving
quality of earnings**

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Q&A





Thank you!

09.06.2026

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