



Corporate Responsibility Report

Extract from the 2023
Financial Report

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MESSAGE FROM THE CHAIRMAN

MESSAGE FROM THE CHAIRMAN

Dear shareholders, customers, employees and partners,

I am honoured to introduce our annual report on environmental, social and governance (ESG) practices. This document, the fruit of our collective commitment, reflects the significant progress we have made in integrating these essential principles at the heart of our corporate strategy.

The past year has been marked by challenges, but also by important opportunities to demonstrate our ability to innovate while respecting our commitments to sustainable development. We have continued to develop solutions that not only meet the immediate needs of our customers, but also contribute to a positive impact on our environment and society.

This report highlights the concrete actions we have taken to minimise our ecological footprint, improve our social impact and strengthen our governance. Each initiative described here is a further step towards our long-term sustainability goal, and I am proud of the progress we have made together.

I would like to thank each and every one of you for your commitment. Your contribution is vital to achieving our ESG ambitions. Together, we are making Sword Group an example of responsibility and innovation in our industry.



Jacques Mottard
Chairman and Founder of Sword Group



01 ABOUT THE GROUP

1 ABOUT THE GROUP

1.1 The Group and its activities as at 31 December 2023

Sword Group is a world-leading IT and digital transformation partner that helps streamline its clients' businesses, improve quality and reduce costs.

One of the key factors in Sword's success is the local service it fosters with its clients. Sword provides its clients with high-value-added know-how, a high production capacity and an optimised economic approach.

To meet its clients' strategic challenges and their need both to make changes to their technological environments and to update their business processes, Sword is divided into specialist competence centres (Business Units).

As at 31 December 2023, Sword Group employed over 3,015 people and had a consolidated revenue of €288.1 million. The benchmark revenue for 2023 was €281.6 million because it did not include AAA, which was deconsolidated on 1 June 2023.

1.1.1 Services business

Creating value through technology and innovations



Services: Sword advises companies on implementing innovative solutions, technically develops and integrates these solutions, and accelerates internal and external digital transformation programmes.

1.1.2 Software Components business

Adding value through innovative software solutions. The revenue from this business is included in the Services division as it is not yet significant enough in terms of volume.



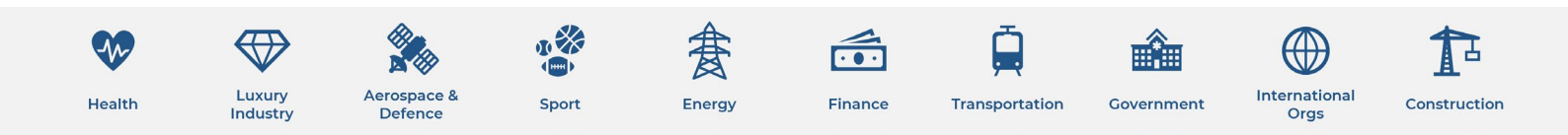
- Sword Aequos | Set of SharePoint web parts for any person or company wanting to create a flexible and customisable data viewing and search experience.

- Sword Phusion | Software to model, capture and manage information in a single, accessible and reliable form.
- Sword Tell | CAD software for watch manufacturers.
- Sword Venue | Digital collaborative solution with a toolbox to help you plan and deliver your venues better and faster while reducing risk and cost.

1.1.3 Markets









Sword's range of services is designed for the local and international operations of all key accounts and public institutions. With its technological and methodological expertise, Sword is a market leader in a number of countries.

Sword has developed unique expertise in the following targeted markets:



In these markets Sword is a day-to-day partner for these organisations across its entire range of services, providing them with support for their IT strategy and key operational issues. As a rule of thumb, Sword operates in highly regulated markets where knowledge of current regulations is critical.

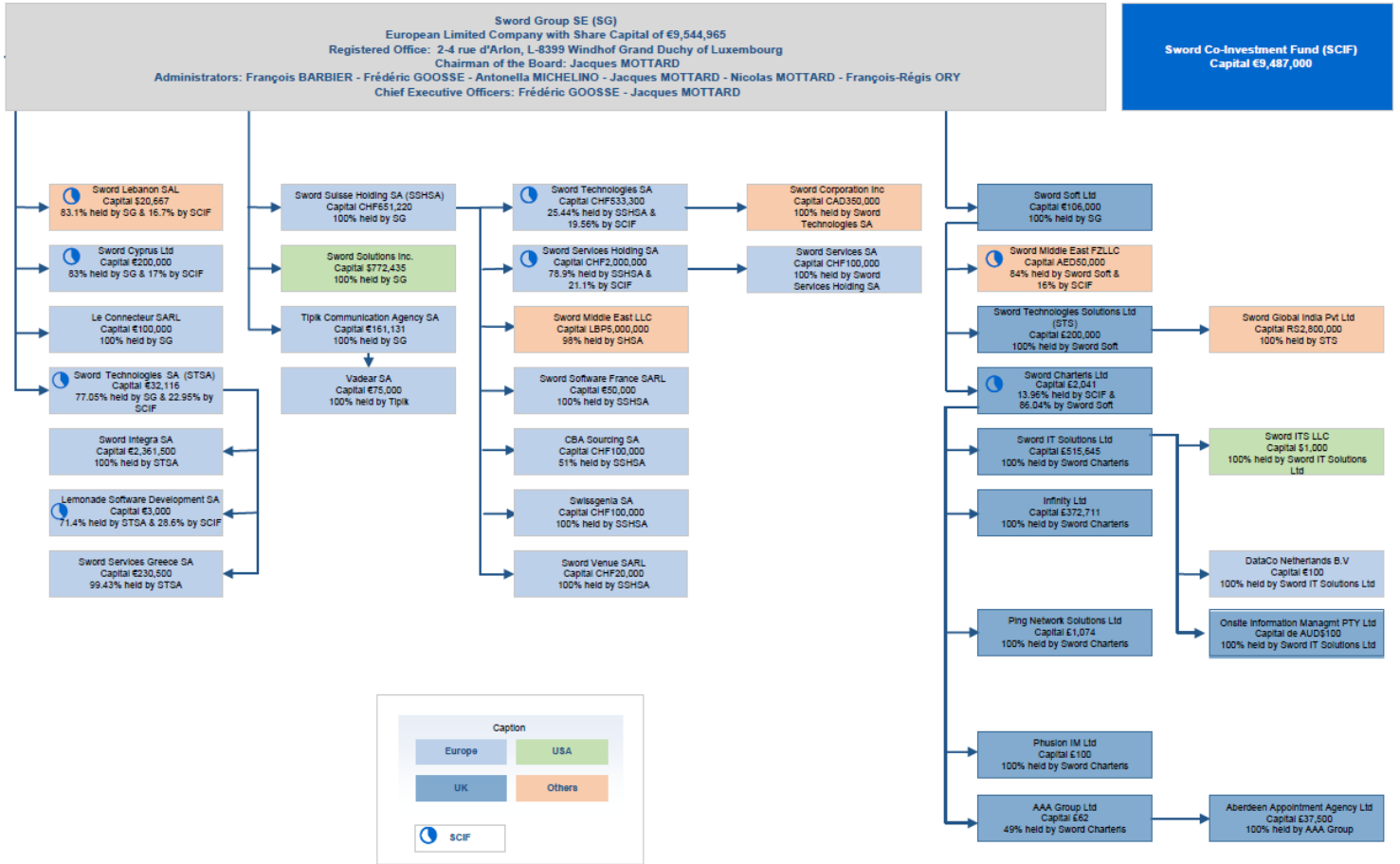
1.2 How Sword sets itself apart

 <p>LARGE DELEGATION AT COUNTRY BUS LEVELS</p>	 <p>TEAM SPIRIT: RESPECT RIGOUR INVOLVEMENT</p>	 <p>REWARDING AMBITION AND ENTREPRENEURSHIP</p>	 <p>FLAT STRUCTURE</p>
 <p>HYPER-REACTIVE</p>	 <p>CLOSE MONITORING</p>	 <p>DOWN TOP APPROACH</p>	 <p>OPPORTUNISTIC STRATEGY</p>

1.3 History



1.4 Group organisation chart as at 31 December 2023



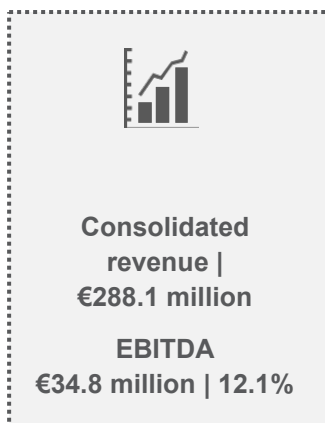
As at 31 December 2023, the Group has offices in 17 countries (Australia, Belgium, Canada, Cyprus, England, France, Greece, India, Lebanon, Luxembourg, the Netherlands, Saudi Arabia, Scotland, Spain, Switzerland, the United Arab Emirates and the United States) and is working on projects in some 50 nations.

1.5 Key data and indicators 2023

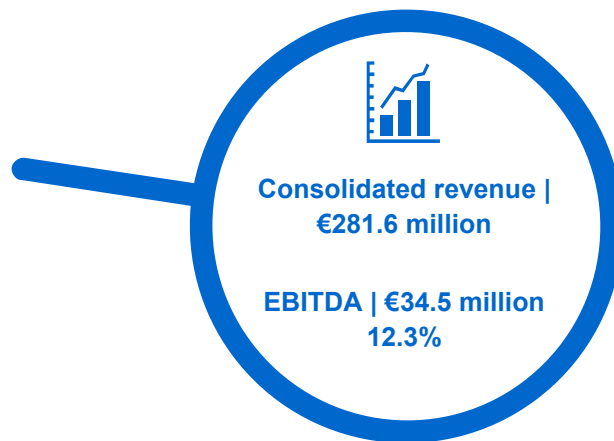
A sustainable, growing, financially secure company listed on Euronext Paris.



1.5.1 2023 | Performance

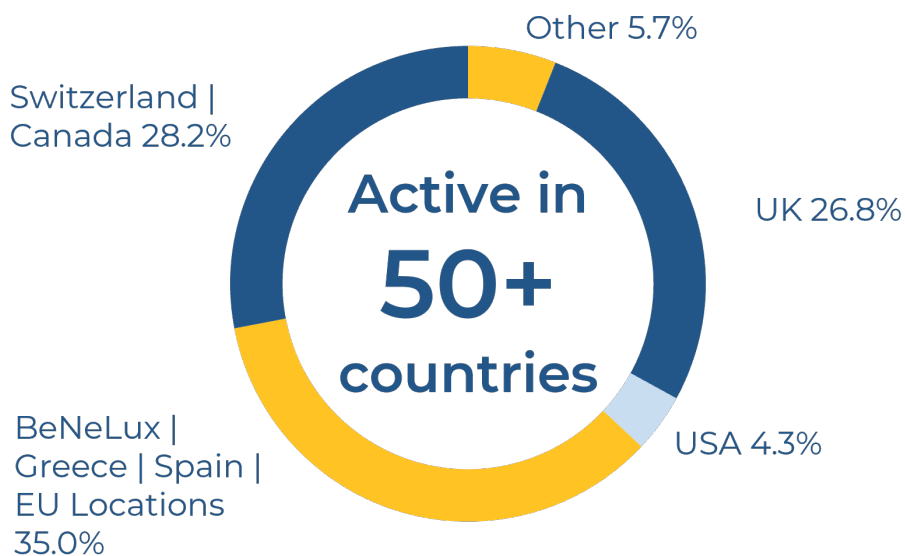


2023 | Performance Not including AAA

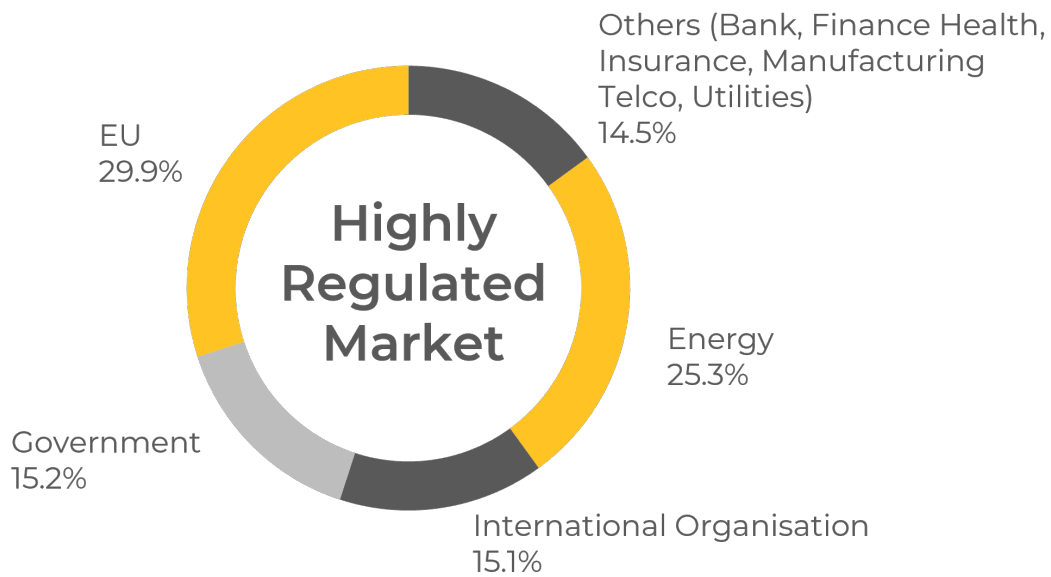


1.5.2 Breakdown of 2023 revenue | By country & by market

BY COUNTRY



BY MARKET



1.5.3 Consolidated financial statements | Condensed

In thousands of €	31/12/2023	31/12/2022	31/12/2021
Revenue	288,128	272,257	214,564
EBITDA	34,850	35,059	29,274
Profit for the year	23,109	109,778	17,874
Non-current assets	94,109	97,819	101,063
Cash and cash equivalents	62,587	57,138	55,295
Equity	105,410	101,544	94,328
Balance-sheet total	250,543	244,696	225,676

Consolidated revenue not including AAA stood at €281.6 million in 2023 with profitability of 12.3% (EBITDA).

The backlog as at 31 December 2023 was 21.2 months of revenue vis-à-vis the budgeted revenue for 2024 on a like-for-like basis.



02 CORPORATE GOVERNANCE

2 CORPORATE GOVERNANCE *

** This chapter is an integral part of the management report.*

2.1 Introduction

From 11 April 2012 onwards, the Board of Directors decided to adhere voluntarily to the X Principles of Corporate Governance of the Luxembourg Stock Exchange.

2.2 Corporate Governance Charter

The Governance Charter presents the governance framework for the activities of Sword Group, pursuant to the X Principles of Corporate Governance of the Luxembourg Stock Exchange which the Company has subscribed to. Its aim is to clarify the powers and responsibilities of the different entities that constitute the governance of Sword Group.

This Governance Charter complements the following existing documents:

- a management manual that sets out all of the Group's internal control procedures, a welcome manual for each employee, detailing his/her rights, obligations and position in the operations of Sword Group;
- a manual of the IFRS accounting principles, drafted by an independent firm;
- a technical handbook for each country that includes the quality standards in force (CMM, ISO);
- charters for each operational function (entity director, technical director, sales director, project manager, etc.);
- an Ethical Charter;
- an Audit Committee Charter;
- an Anti-Bribery Policy;
- a Data Protection Policy;
- a Whistle-Blower Policy;
- a Diversity, Equity and Inclusion (DEI) Policy;
- a Human Rights Policy.

These documents are regularly subject to a review procedure initiated by the Board of Directors. The charters and policies are available on the company's website.

2.3 Board of Directors

2.3.1 Mission

The Board of Directors is the body responsible for the management of Sword Group. It meets as many times as is necessary to perform its duties.

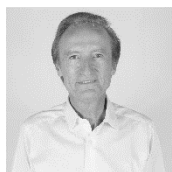
The Board of Directors is a collegiate body that is responsible for making all decisions and performing any actions that are necessary or useful for the achievement of the Company's corporate purpose, with the exception of powers explicitly reserved by law or the Memorandum and Articles of Association for the General Meeting of Shareholders.

The Board of Directors has the task of managing the general course of the organisation. As such:

- it makes the Company's strategic decisions;
- it handles any issues that need to be addressed to ensure the proper operation of the Company;
- it checks and verifies all aspects that in its opinion require monitoring.

2.3.2 Composition

The Board of Directors has the following members:



Jacques Mottard - Chairman

Term expires in: 2024



François Barbier - Independent Director - member of the other two Committees

Term expires in: 2024



François-Régis Ory - Independent Director - member of the other two Committees

Term expires in: 2024



Frédéric Goosse - Director

Term expires in: 2024



Nicolas Mottard - Director

Term expires in: 2024



Antonella MICHELINO - Independent Director - Appointed in 2021

Term expires in: 2024

The members of the Board of Directors were chosen for their financial and/or technical expertise and their variety of professional backgrounds, ensuring that they bring a wealth of experience to the Board.

François Barbier, as CEO at 21 Invest (formerly Centrale Partners), has acquired financial experience that is extremely useful for the Group, particularly in the context of our M&A strategy.

François-Régis Ory, as the founder of a listed company, has acquired through experience the operational expertise required by medium-sized companies that have to communicate with the market as listed entities.

Frédéric Goosse, as the founder of his own fiduciary company in Luxembourg, brings knowledge of the management of international holding companies in Luxembourg and the optimisation of financial flows between countries.

Nicolas Mottard, as an anaesthetist involved in several research programmes, brings to the Group essential know-how in the field of health.

Antonella Michelino, as CEO of Midas Wealth Management, brings to the Group expertise in the search for acquisition targets.

The Board of Directors' makeup reflects the Company's desire to have top-class directors on its Board with a varied skillset and proven expertise in a range of fields.

The Board has always taken care to maintain a balanced makeup, in particular by including independent directors.

The Memorandum and Articles of Association of Sword Group provide for a Board of Directors which shall have a minimum of three members and a maximum of eighteen members, except when the temporary derogation provided for mergers applies, appointed for a maximum duration of four years. The Board of Directors comprises competent and well-informed persons who have been chosen based on the specific features of the Company and its activities.

In accordance with the recommendations of the Luxembourg Stock Exchange, 50% of the Board of Directors are independent directors. Moreover, none of the above Directors have a significant holding in the share capital of the clients or suppliers of Sword Group, or in the subsidiaries of the latter.

No Directors are elected by the staff.

Given the size of the Company, and in order to improve the efficiency of the Board's decisions, the functions of the Chairman and Chief Executive Officer are not separate. For the same reasons, the appointment of a compliance officer is not considered necessary.

2.3.3 Other offices held by corporate officers in listed companies

No members of the Board of Directors held offices or positions in listed companies other than Sword Group during the year in question.

2.3.4 Modus operandi

The Board meets, carries out its functions and takes decisions in compliance with applicable statutory and regulatory provisions, as complemented by the provisions of Sword Group's Memorandum and Articles of Association. Currently there are Rules of Procedure, which are published on the Group's website, but no teller.

To carry out all its tasks, the Board of Directors can call on the advice and resources of Financière Sémaphore, Sword Group's holding company. These resources and advice enhance the Board's ability to ensure the smooth running of the Company.

In the absence of a Works Council, no staff representative of the Company or the Group takes part on a regular basis in the Board of Directors' meetings.

The budgets are forwarded to the Board annually. The Board also receives the analytical accounts on a monthly basis and the general accounting every quarter.

The Board is informed ahead of time of any acquisition or activity creation project and more generally speaking of all significant financial operations.

For each meeting of the Board of Directors, the relevant documents in relation to the agenda are sent to the members prior to the meeting. The Directors may request, at any time of the year, any information that they consider useful on the way in which the Company goes about its business.

All the Directors, executive or otherwise, have the same access to the information and resources that are necessary for the performance of their duties.

Sword Group's Memorandum and Articles of Association provide for a Board of Directors' meeting to be held as often as the Company's interests require this.

The Group uses its law firm to send out the invitations to attend the Board meetings. The Board generally meets at the registered office and the law firm assists the Chairman with drafting the minutes.

Within the scope of the reinforcement of the governance rules, Sword Group has laid down a set of Rules of Procedure that specify how the Board of Directors works, set up a number of committees, and laid down obligations of the Directors within the scope of their functions, in particular their ethical obligations.

The Board of Directors completes its assessment every year. The Directors consider as at the reporting date that the current functioning of the Board of Directors enables them to perform their role properly.

Main topics covered in 2023

The strategy and the budgets
Acquisitions and disposals
The closing of the annual and half-yearly financial statements
Quarterly profit or loss
Equal pay and equal opportunities
Goals regarding social and environmental responsibility
Compensation for corporate officers and Board members

6 members | 2 nationalities | 50% independent members | 5 meetings | 86.7% attendance rate

2.3.5 Audit Committee

In specific domains, the Board of Directors may be assisted, in an advisory capacity, by specialist committees established by the Board, which also determines their role, responsibilities, composition and modus operandi.

As such, it established an Audit Committee.

The Audit Committee assists Sword Group's Board of Directors in its tasks of supervising the financial reporting, external audit and internal control processes.

The Audit Committee has the following members:

- François-Régis Ory, Chairman;
- François Barbier.

The Committee's main duties include:

- monitoring the process of preparing and processing accounting and financial information;
- reviewing the financial statements and off-balance-sheet commitments;
- monitoring the consistency and appropriateness of accounting policies;
- reviewing financial policy;
- assessing the effectiveness of the systems put in place by management to identify, assess, manage and control financial and non-financial risks;
- monitoring the operation of the internal control and risk management systems with respect to the preparation and processing of accounting and financial information;
- monitoring the operation of the internal control and risk management systems with respect to the prevention of bribery/corruption and influence peddling;
- periodically reviewing the various risk maps, bribery/corruption and influence-peddling risks, and social and environmental risks;
- monitoring Internal Audit and its work, particularly with regard to procedures for the preparation and processing of accounting, financial and non-financial information;
- monitoring the statutory audit of the statutory auditors;
- checking that the principle of the statutory auditors' independence is complied with;
- giving prior authorisation for services other than the certification of accounts;
- issuing a recommendation to the Board of Directors concerning the statutory auditors proposed for appointment by the General Meeting.

Main topics covered in 2023

The sale of the Group's AAA subsidiary
The monitoring of existing share deals
The implementation of a new share deals plan for 2024-2028
Risk management
The study of accelerators to complement the 2024-2028 strategic plan

2 members | 2 meetings | 100% attendance rate

2.3.6 Remuneration Committee and Appointments, Governance, Ethics and Corporate Responsibility Committee

These two committees have been merged.

They comprise:

- Antonella Michelino;
- Nicolas Mottard.

Their duties involve:

- recommending to the Board of Directors the remuneration policies applying to corporate officers;
- checking application of the rules used to calculate their variable remuneration;
- where applicable, making recommendations to the Executive Management about the remuneration of the Company's top executives;
- familiarising themselves with the salary policy and ensuring that it is compatible with the smooth running of the Company and the achievement of its objectives;
- preparing decisions on employee shareholding and employee savings plans;
- preparing the policy on allocation of performance shares;
- checking the quality of the information sent to shareholders concerning the remuneration, benefits and options granted to corporate officers as well as:
 - the remuneration policy for the Company's senior executives;
 - the remuneration of the Chairman as well as any commitment concerning him/her, the remuneration of the directors and, where applicable, of the other corporate officers;
- applications for directorships;
- the independence of directors;
- the evaluation of the Board of Directors and the functioning of corporate governance;
- that the values of the Group are respected, defended and promoted by its corporate officers, senior executives and employees;
- the existence of rules of good conduct in terms of competition and ethics, training, the whistle-blowing system and the disciplinary system relating to transparency, combating bribery/corruption, and the modernisation of business practice;
- the proper functioning of anti-bribery/corruption mechanisms and the suitability of the Company's Code of Conduct;
- the Company's policy on sustainable development and corporate responsibility and its consistency with Sword Group's commitments on human rights, international labour standards, the environment and the fight against corruption;
- the implementation of a non-discrimination and diversity policy.

Main topics covered in 2023

Certification renewals for each division
The additional charters and policies required under new regulations
The introduction of a Diversity, Equity and Inclusion (DEI) policy
The 2023 review of the GDPR policy implemented within the Group and the application thereof
The monitoring of the ESG policy improvement plan

2 members | 2 meetings | 100% attendance rate

2.3.7 Executive Management and Management Committee

The Board of Directors has delegated the day-to-day management of Sword Group and representation of the Company in this regard to two of its members, who make up the Executive Management.

Sword Group SE's Executive Management consists of Jacques Mottard, Managing Director, and Frédéric Goose, Managing Director and Group CFO.

The Executive Management is assisted in its task by a Management Committee, also called the "extended Executive Management Committee" or "extended EMC".

The extended EMC has the following members:

- Jacques Mottard Chairman and Chief Executive Officer
- Dave Bruce CEO UK | US Services
- Frédéric Goosse Chief Financial Officer
- Phil Norgate CEO M&A
- Dieter Rogiers CEO BeNeLux | Greece | Spain | European Union
- Greg Anderson Director of Scotland Operations
- Phil Brading Director of Texas Operations
- Kevin Moreton Director of UK Operations
- Craig Swinburn Director of US Operations
- Michel Bonvoisin Director of Luxembourg Operations
- Gregory Carayannis Director of Greece Operations
- Michael De Groeve Director of Spain Operations
- Gökçe Kalayci Director of Tipik Operations
- Nasser Hammoud Director of Middle East | India Operations
- Guillaume Mottard COO Switzerland | Canada
- Olivier Perrotey COO Switzerland

The members of the EMC are selected for their managerial, technical and professional attributes and come from a range of countries and cultures, thereby providing the Group with a global outlook.

The EMC sets out the annual guidelines, monitors the business activity, defines the long-term strategy, sets the policy for the year, manages the annual budget and supervises the profit centres known as "Business Units".

Operational managers

They are responsible for all aspects of the subsidiaries they manage (administrative, accounting/finance, legal, operational), with a target of achieving above-market profitability and sustained double-digit growth over four years.

Share deals

The management teams and key personnel in Group entities have access to a plan whereby they invest, at their own risk, in the capital of their respective local company. The exit scenario is based on the shares being repurchased by the Group on one or more specified dates.

The potential profit from an investment plan granted to minority investors corresponds to the cumulative surplus EBIT/EBITDA in the years covered by the plan over the EBIT/EBITDA in the year prior to the plan being granted. If the valuation is less than the initial plan valuation, the minority investor will incur a capital loss when the shares are repurchased by the Group.

The new 2028 action plan focuses on several criteria: revenue growth, EBITDA margin and the generation of operating cash. The potential added value of the plan concerns excess operating cash generation rather than EBIT/EBITDA.

2.3.8 Directors' remuneration and benefits

Corporate officers are paid according to their experience and their know-how specifically within the context of the European and global markets.

The remuneration package of the senior management and administrative bodies may be made up of various components such as the granting of shares, stock options or any other right to acquire shares, attendance fees, retirement and departure conditions and other specific benefits, whether they are granted by Sword Group or its subsidiaries or companies within the Group.

The fixed and variable parts of the remuneration package are determined in a balanced manner.

If stock options are granted, the Board of Directors sets performance conditions as well as the number of shares resulting from each option that must be kept by the corporate officer until the end of his or her term of office.

2.3.9 Remuneration policy

Remuneration of the Chairman of the Board of Directors | Jacques Mottard

Jacques Mottard's personal remuneration consists of directors' fees and benefits in kind received in his capacity as CEO Switzerland. This remuneration should remain constant until 2025.

Financière Sémaphore S.à r.l., a company controlled by Jacques Mottard, Managing Director and Chairman and CEO of the Company, is the lead holding company of Sword Groupe SE. As such, a variable remuneration may be granted to Financière Sémaphore depending on the strategies proposed, coordinated and monitored. This covers the costs of Financière Sémaphore S.à r.l., whose services go beyond the role of Jacques Mottard alone.

The presentation of 2023/2022 remuneration for corporate officers below is consistent with the relevant recommendation (No. 7) of the Principles of Corporate Governance of the Luxembourg Stock Exchange relating to information on remuneration for such officers.

Table 1: Table setting out the remuneration and options and shares allocated to each corporate officer

Jacques Mottard	31/12/2023	31/12/2022
Remuneration due for the year <i>(detailed in Table 2)</i>	€48,888 ⁽¹⁾	€32,748 ⁽¹⁾
Valuation of the options allocated during the year	N/A	N/A
Valuation of the performance shares allocated during the year	N/A	N/A
TOTAL	€48,888 ⁽¹⁾	€32,748 ⁽¹⁾

⁽¹⁾ Financière Sémaphore S.à r.l., a company controlled by Jacques Mottard and lead holding company of Sword Group SE, billed for services relating to strategic thinking and general policy coordination, as well as consultancy and assistance services for a total amount of:

- for the year ended 31 December 2023, €350,000 (excl. tax);
- for the year ended 31 December 2022, €850,000 (excl. tax).

Nicolas Mottard	31/12/2023	31/12/2022
Remuneration due for the year	€30,000	€30,000
Valuation of the options allocated during the year	N/A	N/A
Valuation of the performance shares allocated during the year	N/A	N/A
TOTAL	€30,000	€30,000
Frédéric Goosse	31/12/2023	31/12/2022
Remuneration due for the year	€30,000	€30,000
Valuation of the options allocated during the year	N/A	N/A
Valuation of the performance shares allocated during the year	N/A	N/A
TOTAL	€30,000	€30,000

François Barbier	31/12/2023	31/12/2022
Remuneration due for the year	€30,000	€30,000
Valuation of the options allocated during the year	N/A	N/A
Valuation of the performance shares allocated during the year	N/A	N/A
TOTAL	€30,000	€30,000

François-Régis Ory	31/12/2023	31/12/2022
Remuneration due for the year	€30,000	€30,000
Valuation of the options allocated during the year	N/A	N/A
Valuation of the performance shares allocated during the year	N/A	N/A
TOTAL	€30,000	€30,000

Antonietta Michelino	31/12/2023	31/12/2022
Remuneration due for the year	€30,000	€30,000
Valuation of the options allocated during the year	N/A	N/A
Valuation of the performance shares allocated during the year	N/A	N/A
TOTAL	€30,000	€30,000

Table 2: Table providing a detailed breakdown of the remuneration of the Chairman and CEO

Jacques Mottard	Amount as at 31/12/2023		Amount as at 31/12/2022	
	Due	Paid	Due	Paid
Fixed remuneration	€0	€0	€0	€0
Directors' fees	€26,998	€26,998	€15,031	€15,031
Benefits in kind	€21,890	€21,890	€17,717	€17,717
TOTAL	€48,888	€48,888	€32,748	€32,748

Table 2 is only completed for Jacques Mottard because for the other officers the sums are solely made up of directors' fees.

Table 3: Share subscription or purchase options allocated during the year to each corporate officer by the Company or by any Group company

Not applicable

Table 4: Share subscription or purchase options exercised during the year by each corporate officer

Not applicable

Table 5: Performance shares allocated to each corporate officer

Not applicable

Table 6: Performance shares that became available during the year for each corporate officer

Not applicable

Table 7: History of allocations of share subscription or purchase options

No share subscription or purchase option schemes are currently in place.

Table 8: Share subscription or purchase options allocated to the top 10 employees who are not corporate officers and options they have exercised

Not applicable

Table 9: Other information about the corporate officer

	Employment contract		Top-up retirement plan		Allowances or benefits due or likely to be due as a result of termination or a change of role		Allowances related to a non-compete clause	
	Yes	No	Yes	No	Yes	No	Yes	No
Corporate officers								
J. Mottard – Chairman & CEO		X		X		X		X

Directors' fees

The directors' fees paid to members of the Board of Directors totalled €150,000.

Financial risks

The Group adopts a cautious policy when it comes to managing its market risks, of which the main one is foreign-currency risk. The financial risks to which the Group is exposed and the policies to address them are detailed in Note 4 to the consolidated financial statements.



03 CORPORATE RESPONSIBILITY

3 CORPORATE RESPONSIBILITY *

** This chapter is an integral part of the management report.*

"The Group's primary expertise is in developing the talents of its employees"

Jacques Mottard
Chairman and Founder of Sword Group

Each year, Sword Group renews its commitment to the United Nations Global Compact on social, societal and environmental responsibility.

3.1 Background

- The company's managerial policy has always aimed to manage staff, clients and investors in a way that is both people-centred and efficient.

To this end, we have always prioritised local presence and operational aspects.

The initiatives have very often come from our teams, with the holding company increasingly focusing on two areas of expertise:

- empowering subsidiaries; and
- monitoring subsidiaries.

This policy has not only paid off in terms of the satisfaction of the teams we have managed, but has also been much more effective because it is much more dynamic.

- IT: From the outset, we opted for a broad, precise area that is easy to present: data management. Over the years, as technologies evolved, the terminology used has changed (data management, document management, digital, etc.) but the technological strategy has remained constant, albeit adapted to different markets in many countries and implemented through two arms: Software and Service. Throughout all this, our objectives have remained the same.

3.2 The Group's values

This project is based on strong values:

- Respect: When we talk about respect, we mean both respect for others and respecting our commitments.
- Rigour: This is the very foundation of a strong company – one that can retain its distinctive character and meet its long-term commitments over time.
- Involvement: Involving everyone shows the importance we attach to our people and their talents, and to keeping them in balance.

3.3 Materiality analysis and CSR risk management

Materiality for Sword Group refers to the importance of economic, environmental and social issues for the company and its stakeholders.

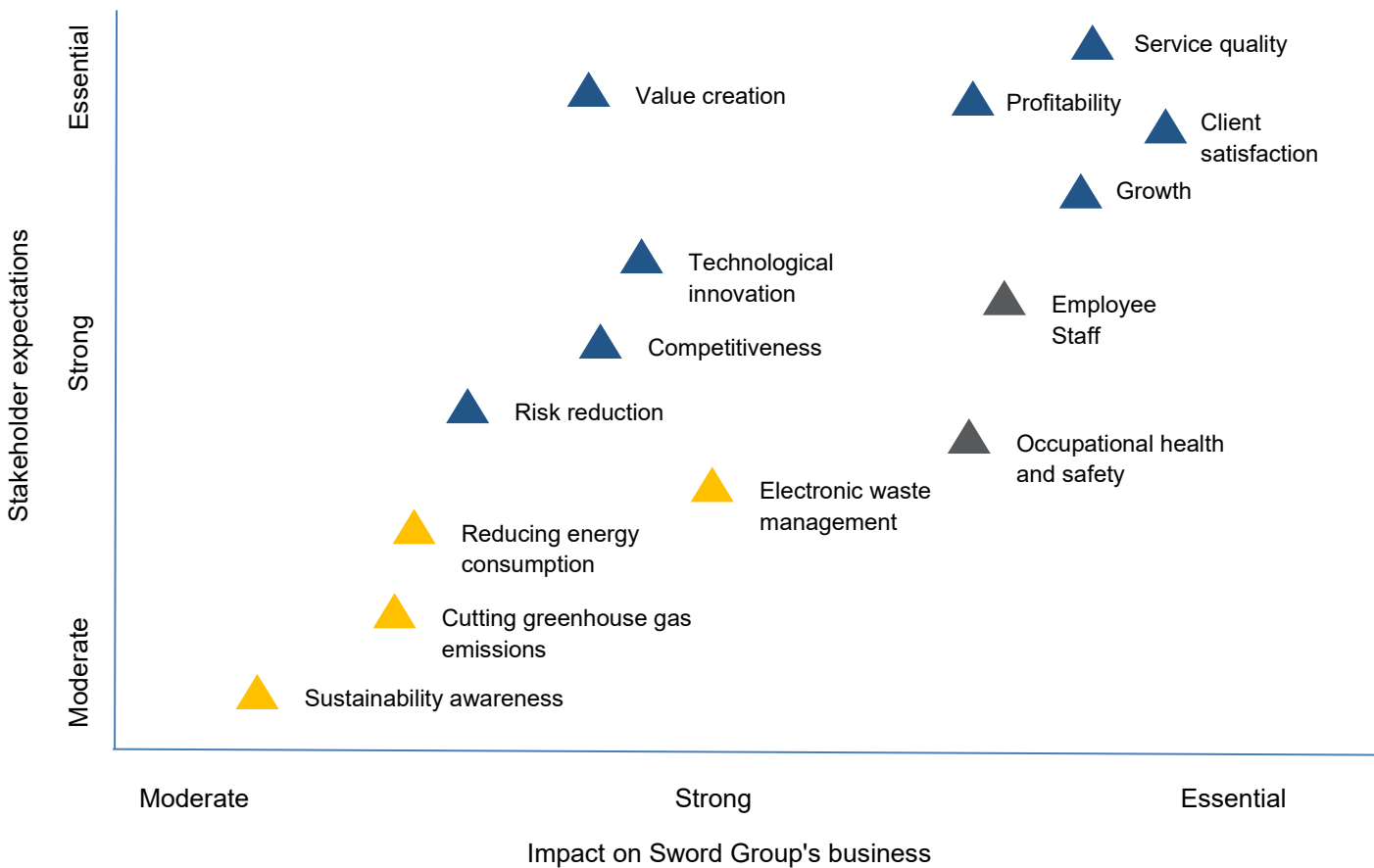
Sword Group is a digital services company that provides innovative solutions to help clients optimise their performance, manage their digital transformation and address their cybersecurity needs. To carry out a materiality analysis, it is important to identify the company's key stakeholders.

Sword Group's stakeholders include clients, employees, shareholders, business partners, suppliers, local communities and regulators. For each stakeholder, it is important to understand the issues that matter to them.

Economic issues: Sword Group must meet the needs and expectations of its clients, which may vary by industry and market. Important economic issues for Sword Group include service quality, client satisfaction, technological innovation, price competitiveness and business growth. Sword Group's shareholders are also an important stakeholder group, and the issues that matter to them include profitability, long-term value creation and risk reduction.

Environmental issues: As a digital services company, Sword Group has a limited environmental impact compared with other businesses, but it must always consider the environmental issues that matter to its stakeholders. Environmental issues for Sword Group include reducing energy consumption, managing electronic waste, cutting greenhouse gas emissions and raising awareness of sustainability.

Social issues: Social issues for Sword Group include employee diversity and inclusion, occupational health and safety, responsible supply chain management, community engagement and transparency. Sword Group must ensure that its employees are treated fairly and that their well-being is taken into account, while observing social and ethical standards.



- ▲ Economic issues
- ▲ Environmental issues
- ▲ Social issues

3.4 Sword a signatory to the United Nations Global Compact

As a signatory to the United Nations Global Compact since 2011, Sword is committed to upholding the 10 principles relating to human rights and labour, the environment and corruption.

Accordingly, we use the Sustainable Development Goals to guide our CSR strategy in order to better respond to the challenges of today's world.

By joining, the company was keen to show it was a socially responsible stakeholder in the global economy. The UN Global Compact was chosen as it provides a globally recognised framework as well as sustainability. Sword Group therefore complies with the 10 principles set out by the Compact:

Human Rights

- Businesses should support and respect the protection of internationally proclaimed human rights; and
- make sure that they are not complicit in human rights abuses.

Labour

- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- the elimination of all forms of forced and compulsory labour;
- the effective abolition of child labour; and
- the elimination of discrimination in respect of employment and occupation.

Environment

Businesses should:

- support a precautionary approach to environmental challenges;
- undertake initiatives to promote greater environmental responsibility; and
- encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Businesses should work against corruption in all its forms, including extortion and bribery.



www.unglobalcompact.org

Sword Group's social responsibility means viewing the company not only as a centre of production and a profit-making entity but also as having a responsibility for its wider environment (people inside and outside the company, the natural environment, etc.).




This general principle is implemented through various actions tailored to the specific circumstances of Sword Group, its businesses, its employees and its subsidiaries.

3.5 The ESG strategy

Sword Group's CSR strategy was developed based on the main non-financial risks facing the company and taking into account the materiality analysis.

- Acting ethically and responsibly, from the governance of the company and its supply chain through to the impact on its stakeholders and support for communities.
- Empowering human capital by means of a strong corporate culture and a caring management style that fosters diversity and encourages employee training and mobility.
- Helping to protect the planet by curbing energy consumption, reducing and recycling waste, favouring soft modes of transport and taking account of the digital carbon footprint to minimise the impact on the environment.

In 2023, Sword Group devised a strategic roadmap in line with these three fundamental pillars. This roadmap showcases our commitments and goals, as well as the key performance indicators and targets we are aiming to achieve by 2030.

	<p>Good health and well-being Respect for others Internal promotion Empowerment Skills development Occupational health and safety</p>
	<p>Quality education Employee training plan Partnerships with local schools</p>
	<p>Gender equality Promoting gender equality Combating discrimination and harassment</p>
	<p>Reduced inequalities The Group is committed to promoting women's interests at all levels, and has invested in patronage and sponsorship in Europe and Africa aimed at encouraging women's sport and their integration through sport.</p>
	<p>Sustainable cities and communities Plan to reduce atmospheric emissions linked to employee travel Sustainable management of our waste</p>
	<p>Responsible consumption and production Reducing paper consumption and going paperless Travelling less thanks to digital solutions Supplier evaluations and a sustainable supply chain Promoting soft transport Reduction and reuse of waste</p>
	<p>Climate action Reducing the Company's carbon footprint Supporting reforestation programmes Green IT</p>

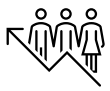
3.6 Our priorities



ENVIRONMENT

- Take action to combat climate change by achieving carbon neutrality by 2030 and zero net emissions
- Accelerate the transition to a low-carbon economy by helping our customers fulfil their environmental commitments
- Switch to 100% renewable electricity and hybrid/electric vehicles by 2030

➔ **ACHIEVE CARBON NEUTRALITY BY 2030**



SOCIAL

- Continuously invest in our talents, help them develop their skills
- Foster a diverse, inclusive and hybrid working environment
- Support digital inclusion in our communities

➔ **ENSURE THAT WOMEN ACCOUNT FOR 50% OF THE WORKFORCE BY 2030**



GOVERNANCE

- Promote diversified and responsible governance
- Constantly maintain demanding ethical practices to ensure shared growth
- Protect and secure data, infrastructure and identities

3.7 Assessment by non-financial rating agencies

Every year, Sword fulfils various ESG assessments and standards such as:

- Ethifinance (an ESG valuation and stock index);
- EcoVadis (a platform that evaluates ESG performance and responsible procurement);
- CDP (Climate Disclosure Project);
- S&P Global (information and financial analysis).

3.8 Governance

THE BOARD OF DIRECTORS

In addition to compliance with laws and regulations, Sword incorporates financial and non-financial best practices into its governance in order to improve its performance and cement the trust placed in the company by both its internal and external stakeholders and so contribute to the long-term success of the business.

The composition and operation of the company's senior management and administrative bodies are detailed in Chapter 3 of the financial report.

THE AUDIT COMMITTEE

The Audit Committee assists Sword Group's Board of Directors in its tasks of supervising the financial reporting, external audit and internal control processes.

THE REMUNERATION COMMITTEE AND APPOINTMENTS, GOVERNANCE, ETHICS AND CORPORATE RESPONSIBILITY COMMITTEE (combined into a single committee)

These committees provide the Board of Directors with assistance regarding the following matters:

- company remuneration policy;
- appointment of new members to the Board;
- transparency and neutrality of the organisation;
- environmental, social, economic and ethical issues.

INVESTOR RELATIONS

To foster dialogue with shareholders and promote long-term engagement, Sword maintains regular contact with investors. The company's results are presented every six months, in English and French, to an audience of investors, analysts, journalists and anyone else interested in the company's activities. Quarterly revenue information is communicated to stakeholders. The company's management team also attends professional investor fairs. A dedicated website allows anyone to view the Group's latest figures and news and to contact the company's management.

KEY INDICATORS

- Over 50% of directors independent
- Board made up of 6 members, including 1 woman
- Interim meetings held by phone

OBJECTIVES 2024-2028

- Increase the proportion of women
- Continue to organise webinars for individual shareholders

3.9 Suppliers and partners

SUPPLIER CODE OF CONDUCT

Sword has implemented a supplier code of conduct to ensure that its suppliers are committed to respecting detailed rules on the environment and human rights, including the prevention of discrimination, child labour and forced or compulsory labour, as well as compliance with wage-related legislation and the maintenance of a safe and healthy working environment.

RESPONSIBLE PURCHASING POLICY

Sword's responsible purchasing policy is based on fair treatment and transparent selection of suppliers as well as the consideration of social and environmental criteria in its choice of suppliers. The objective of this policy is to forge healthy commercial relationships with its suppliers and to have a positive impact on its ecosystem in terms of CSR practices. This includes respect for ethical principles regarding human rights and working conditions, environmental issues, the fight against corruption and unfair business practices.

KEY INDICATORS

- Responsible purchasing policy
- CSR Code of Conduct for suppliers

OBJECTIVES 2024-2028

- Boost responsible procurement
- Incorporate new CSR indicators

3.10 Social engagement

LOCAL ACTIONS

Sword undertakes actions locally in each country where it operates:

- employment of refugees for one-off contracts;
- partnerships with the Red Cross, Terre des Hommes, Médecins Sans Frontières and UNICEF;
- help for people with disabilities;
- coaching young students through a mentoring programme in three countries: the UK, Lebanon and Switzerland;
- targeted actions throughout the year, such as participation in charity races;
- involvement in local associations.

SPORT AND EDUCATION FOUNDATION

At Group level, a Sport and Education Foundation has been set up, which has been working with the Senegalese football club Dakar Sacré-Cœur (DSC) for the past three years. The project is a societal and sports project whose initiatives have so far mainly revolved around football and education.

It focuses in particular on recreational football, with a free football school and holiday courses for 100 girls, and solidarity in sport, including the promotion of women and the transfer of various skills.

KEY INDICATORS

- Two trips to Dakar for exchanges and training
- Four employees visited the site in 2023
- Free football school for 100 girls
- Promotion of women
- Transfer of skills
(public-speaking coaching workshop,
assistance in searching for jobs)

OBJECTIVES 2024-2028

- Continue to roll out actions in favour of women
- Maintain local initiatives

3.11 Data security

TEAM

Appointment of data protection officers

All Sword companies now have designated data protection officers and a central, standardised communication channel for raising data security concerns. Since the GDPR came into force in 2018, Sword has not received any complaints about non-compliance with the law.

Investment in tools

Sword has invested in licences for standardised tools that will be rolled out globally to enable even more advanced data protection features on our core IT platform. Specifically, these features include automated data classification and labelling, data loss prevention (DLP), remote access revocation and scheduled deletion/expiration periods for data and files. These enhancements will make it easier for Sword to comply with new client and legislative requirements, and to keep pace with ever-evolving best practices.

CERTIFICATIONS

The majority of Group entities are ISO 27001:2013 certified. ISO 27001 is the most widely recognised standard for information security management system requirements.

The certifications are up to date and renewed as and when they expire.

The implementation of the Group-wide standardisation of information security procedures, tools and policies worldwide is continuing.

KEY INDICATORS

- 100% of employees trained in the GDPR
- 0 complaints received for GDPR non-compliance
- Other certifications held within the Group: ISO 9001: 2015, ISO 20000 1: 2018, ISO 45001 :2018, ISO 14001 :2015
- Data breach procedure
- Penetration testing carried out with a successful outcome
- Automated vulnerability scans
- Launch of a digital clean-up day to encourage our employees to sort their waste
- Introduction of IT security training (cyber attacks) for our employees

OBJECTIVES 2024-2028

- Two Digital Clean-Up days
- 100% of employees trained in digital security

3.12 EMPLOYEES

As at 31 December 2023, Sword Group had a headcount of 3,015:

- 2,216 onshore: England, Scotland, the Netherlands, Luxembourg, Switzerland, Canada, the Middle East, Saudi Arabia, Australia, France;
- 410 nearshore: Greece, Spain, Cyprus;
- 389 offshore: Lebanon, India;

including 772 freelancers and 5 employees at the holding company (Sword Group SE and Sword Software France).

People values: internal promotions, respect for others, diversity, dialogue.

This strategy has been applied successfully for a very long time, and is integral to the nature of a wholly globalised and decentralised group with employees from all backgrounds.

Particular attention is paid to working conditions and periodic monitoring of employees.

Managers are made aware of the need to value their teams and recognise their contributions.

TRAINING

At Sword, staff training is vital, not only for employees' personal development but also to ensure that they remain at the right level over time.

In 2023, 100% of employees completed internal or external training.

STAFF PARITY

This goal cannot be achieved at the expense of fairness. In other words, we have to recruit and promote female staff based wholly on merit and not on numbers.

With this in mind, we have followed our usual approach of implementing an improvement policy, which will allow us to move towards a better gender balance little by little and level by level.

Until the 2000s, the IT world was extremely male-dominated. This created a gender imbalance which is now being rectified.

The Board of Directors has decided on the following approach:

- where women and men have equal skill sets, prioritise the recruitment of the former in order to increase the proportion of women in the company from 46% to 50%;
- undertake internal promotions coupled with training, in order to achieve gender parity among BU directors within seven years;
- increase female representation on the Executive Management Committee, through either internal promotion or recruitment;
- propose female directors to the General Meeting.

GENDER EQUALITY

The Group has always observed total equality between men and women, in terms of both pay and the roles allocated to each.

The Finance Department closely monitors the remuneration of each category, and the Group's exceptional growth requires us to report approximate data to the market.

The pay of men and women at Sword is exactly the same, within a margin of 3%.

EMPLOYEE WELL-BEING

The well-being of our employees, in terms of travel, strengthens our sustainable development goals and consequently our goals with regard to saving energy.

Many companies have decided to resolve the issue of employees living far away from their place of work by promoting teleworking.

We believe that our Group will gradually have to shift its offices to the outskirts of cities, in the form of coworking centres dedicated to Sword, so that our employees' homes are close to their place of work.

The initiatives already rolled out include:

the premises in Luxembourg being divided into three coworking centres:

- one close to the Belgian border;
- one close to the French border;
- one close to the German border.

similarly, French-speaking Switzerland is home to:

- an office in Geneva near the French border;
- an office near Nyon;
- an office in Lausanne;
- an office in Sion;
- an office in Fribourg.

As such, it is the very organisation of our offices that will resolve the issue of our employees living far away from their place of work, not teleworking.

KEY INDICATORS

- At least 1 career interview per year for every employee
- Staff turnover of 9.6% in 2023 vs 9.9% in 2022
- 100% of employees given at least one training course
- 775 gross hires in 2023
- 96% of employees on permanent contracts
- 32 nationalities in the workforce
- Women represent 46% of the workforce
- Local action such as in Luxembourg, where our subsidiary is Great Place to Work

OBJECTIVES 2024-2028

- Gauge employee commitment
- Ensure that women account for 50% of the workforce

3.13 Carbon footprint and energy efficiency

CARBON FOOTPRINT

Day-to-day actions of our employees

We have provided financial assistance to our employees wishing to switch to clean vehicles, with help to hire electric cars and/or bikes.

People management

We are in the process of systematically reducing journeys and investing heavily in all digital tools enabling remote communication. Examples include:

- paying for home-working facilities for our Indian staff;
- installing extensive and sophisticated videoconferencing systems at all our sites;
- taking into account proximity criteria, entailing an inherent reduction in energy consumption.

Premises management

We have taken a range of steps to reduce our energy consumption (presence detectors for switching power on and off, better office insulation, reducing unnecessary heating/air conditioning during staff absences, systematically reusing heat emitted by our data centres in order to cut our heating bills).

Operations management

We have put in place a management policy for all our material assets, including:

- increasing the lifespan of our equipment;
- managing electrical and electronic equipment waste;
- managing our paper/cardboard waste, with systematic recovery by specialised companies employing staff with disabilities;
- systematically reusing end-of-life equipment, primarily through donations to NGOs;
- maximising the use of digital tools, especially for communication, in order to reduce paper use.

Operations

We are moving towards server virtualisation and data centre hosting as standard, and are working with our clients and suppliers to decarbonise the Group's activities and the value chain as a whole.

KEY INDICATORS

- ISO 14001 certification for our subsidiary Sword Ping Network Solutions
- Overall carbon footprint: 2,878.2 t.CO2.e per year
 - Scope 1 | direct emissions: 16.8 t.CO2.e per year
 - Scope 2 | indirect emissions linked to energy consumption: 229.3 t.CO2.e per year
 - Scope 3 | other indirect emissions: 2,632.1 t.CO2.e per year
- 9.99 t.CO2.e per million € of revenue for 2023

OBJECTIVES 2024-2028

- Commit to to the SBTi
- Conduct employee survey to refine Scope 3 impact
- Raise awareness in all Group subsidiaries
- Use 100% electric company and service vehicles

3.14 Green taxonomy

Regulatory background

Article 8 of the Taxonomy Regulation aims to enhance transparency in the market and prevent greenwashing by providing investors with information on the environmental performance of the assets and economic activities of issuers subject to the Non-Financial Reporting Directive (NFRD).

The Taxonomy Regulation identifies economic activities that can be considered environmentally sustainable based on technical screening criteria set out in delegated acts adopted by the Commission in accordance with that regulation.

The first delegated act establishing the technical screening criteria for economic activities considered as contributing substantially to climate change mitigation and climate change adaptation was formally adopted on 4 June 2021.

On 6 July 2021, the Commission adopted a delegated act supplementing Article 8 of the Taxonomy Regulation. The Disclosures Delegated Act specifies the content, methodology and presentation of information to be disclosed by both financial and non-financial undertakings concerning the proportion of environmentally sustainable economic activities in their business, investments or lending activities.

On 27 June 2023, the Commission adopted a delegated regulation supplementing the Taxonomy Regulation in relation to the technical review criteria for determining under which conditions an economic activity can be considered as contributing substantially to the sustainable use and protection of aquatic and marine resources, the transition to a circular economy, pollution prevention and control, or the protection and restoration of biodiversity and ecosystems, and whether that economic activity does not cause significant harm to any of the other environmental objectives.

Sword Group SE has an obligation to disclose this non-financial information in accordance with this regulation.

Eligibility of Sword activities

To be eligible, an activity must be included in the list of activities defined in the delegated acts; activities contributing substantially to one of the six environmental objectives, namely:

- climate change mitigation;
- climate change adaptation;
- sustainable use and protection of water and marine resources;
- transition to a circular economy;
- pollution prevention and control;
- protection and restoration of biodiversity and ecosystems.

Annex 1 to the Commission Delegated Regulation of 6 July 2021 on taxonomy lists over 100 eligible activities contributing substantially to climate change mitigation. For Sword, the eligible activities identified are:

- **under section CCM "8.1 Data processing, hosting and related activities"**, i.e. storage, manipulation, management, movement, control, display, switching, interchange, transmission or processing of data through data centres, including edge computing;
- **under section CCM "8.2 Data-driven solutions for GHG emissions reductions"**, i.e. development or use of ICT solutions that are aimed at collecting, transmitting and storing data and at its modelling and use where those activities are predominantly aimed at the provision of data and analytics enabling greenhouse gas (GHG) emission reductions;
- **under section CCM "6.5 Transport by motorbikes, passenger cars and light commercial vehicles"**, i.e. purchase, financing, renting, leasing and operation of vehicles.

Annex 2 to the Commission Delegated Regulation of 6 July 2021 on taxonomy lists over 100 eligible activities contributing substantially to climate change adaptation. For Sword, the eligible activities identified are:

- **under section CCA "8.1 Data processing, hosting and related activities"**, i.e. storage, manipulation, management, movement, control, display, switching, interchange, transmission or processing of data through data centres, including edge computing;
- **under section CCA "8.2 Computer programming, consultancy and related activities"**, i.e. providing expertise in the field of information technologies: writing, modifying, testing and supporting software; planning and designing computer systems that integrate computer hardware, software and communication technologies; on-site management and operation of clients' computer systems or data processing facilities; and other professional and technical computer-related activities.

Owing to the nature of its activities, Sword does not perform any eligible activity considered as contributing substantially to the sustainable use and protection of aquatic and marine resources, the transition to a circular economy, pollution prevention and control, or the protection and restoration of biodiversity and ecosystems.

Alignment of Sword activities

An activity is aligned with the taxonomy if:

- the activity is eligible under the taxonomy;
- the activity meets the technical criteria for making a substantial contribution to one or more of the environmental objectives;
- the activity does not cause significant harm to any of the environmental objectives;
- the activity is performed in compliance with the OECD and United Nations guiding principles on business, in particular fundamental rights at work and human rights.

In conclusion, and with reference to the tables below, the analysis is as follows:

- 82.7% of 2023 revenue is eligible but not aligned with the taxonomy (compared with 60% in 2022);
- 13% of CAPEX related to CCM activity 6.5 (Transport by motorbikes, passenger cars and light commercial vehicles) is eligible and aligned with the taxonomy (compared with 2% in 2022).
- No OPEX was eligible and aligned with the taxonomy in 2023 and 2022.

For more details, see the tables below.

Proportion of revenue generated by products or services associated with economic activities aligned with the taxonomy - Information for 2023

Fiscal Year N	Year N			Substantial contribution criteria						Criteria of absence of significant harm ("DNSH criteria") (8) □						Proportion of Taxonomy-aligned Revenue (A.1.) or taxonomy-eligible (A.2.), Year N-1 (18)	Enabling Activity Category (19)	Transitional Activity Category (20)		
	Economic Activities (1)	Code (1) (2)	Revenue (3)	Proportion of Revenue, Year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Adapting to climate change (12)	Water (13)	Pollution (14)	Circular Economy (15)				Biodiversity (16)	Minimum Safeguards (17)
		Keuros	%	YES; NO; N/E	YES; NO; N/E	YES; NO; N/E	YES; NO; N/E	YES; NO; N/E	YES; NO; N/E	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO	%	H	T	
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A1. Environmentally sustainable activities (aligned with taxonomy)																				
None																				
Revenue from environmentally sustainable activities (aligned with taxonomy) (A.1)																				
of which enabling																				
of which transitional																				
A2. Taxonomy-eligible but environmentally non-sustainable activities (non-aligned with taxonomy) (7)																				
Programming, consultancy and other IT activities		CCA8.2	220 364	76,5%															54%	
Data processing, hosting and related activities		CCM8.1	16 672	5,8%															5%	
Data-driven solutions for GHG emission reductions		CCM8.2	1 309	0,5%															1%	
Revenue from taxonomy-eligible but environmentally non-sustainable activities (non-aligned with taxonomy) (A.2)			238 345	82,7%															60%	
A. Revenue from taxonomy-eligible activities (A.1 + A.2)			238 345	82,7%															60%	
B. NON-TAXONOMY-ELIGIBLE ACTIVITIES																				
Revenue from non-taxonomy-eligible activities			49 783	17,3%															40%	
TOTAL			288 128	100 %															100%	

	% of revenue / total revenue □	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM for Climate Change Mitigation	0%	76,5%
CCA for Climate Change Adaptation	0%	6,2%
WTR for Water and Marine Resources	0%	0%
CE for Circular Economy	0%	0%
PPC for Pollution Prevention and Control	0%	0%
BIO for Biodiversity and Ecosystems	0%	0%

Proportion of OPEX concerning products or services associated with economic activities aligned with the taxonomy - Information for 2023

YEAR N	YEAR			Substantial contribution criteria						Criteria of absence of significant harm (22)									
Economic Activities (1)	Code (17) (2)	OpEx (3)	Proportion of OpEx, Year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Adapting to climate change (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned OpEx (A.1.) or taxonomy-eligible (A.2.), Year N-1 (18)	Enabling Activity (19)	Transitional Activity (20)
		Euros K	%	YES; NO; N/EL (18) (19)	YES; NO; N/EL (18) (19)	YES; NO; N/EL (18) (19)	YES; NO; N/EL (18) (19)	YES; NO; N/EL (18) (19)	YES; NO; N/EL (18) (19)	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO	%	H	T
A.	TAXONOMY-ELIGIBLE ACTIVITIES																		
A.1.	Environmentally sustainable activities (aligned with taxonomy)																		
None		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OpEx environmentally sustainable activities (aligned with taxonomy) (A.1)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
of which enabling																			
of which transitional																			
A.2.	Activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy) (22)																		
Néant		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OpEx of activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy) (A.2)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A.	OpEx of activities eligible for taxonomy (A.1 + A.2)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B.	ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																		
OpEx for activities not eligible for taxonomy		253 706	100%														100%		
TOTAL		253 706	100 %														100%		

	Proportion of OpEx / Total OpEx	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%



04 OFFICES AND CONTACT DETAILS

4 OFFICES AND CONTACT DETAILS

Sword in Bellshill	New Alderston House, 3 Dove Wynd, Strathclyde Business Park, Bellshill, ML4 3FB Scotland
Sword in Billingham	16 Earls Nook, Belasis Business Park, Billingham, Stockton on Tees, TS23 4EF England
Sword in Staines (London)	Staines One, Station Approach Staines-Upon-Thames, TW18 4LY England
Sword in Al-Baad'a	2 483 Alagar ibn yassaralomozni street 6644, Albadaa 49814 Saudi Arabia
Sword in Brussels	Avenue de Tervueren 270, BE-1150 Brussels Belgium
Sword in Montreal	1501 Avenue McGill Collège Suite 1450 Montreal, QC, H3A 3M8 Canada
Sword in Nicosia	121 Prodromou Str., Hadjikyriakion 1, 7th Floor, Office 401, 2064 Nicosia Cyprus
Sword in Aberdeen (1/2)	Johnstone House, 4th Floor, 50-54 Rose Street, Aberdeen, AB10 1UD Scotland
Sword in Aberdeen (2/2)	Migvie House, 23 N Silver St, Aberdeen, AB10 1RJ Scotland
Sword in Glasgow	3rd Floor, 20 Buchanan Street Glasgow, G1 3LB Scotland
Sword in Dubai	Dubai Internet City, Building 14, Office 411, PO Box 500406 United Arab Emirates
Sword in Barcelona	Carrer de Pau Claris 194-196, 7-1, 08037, Barcelona
Sword in New York	30 Broad Street, 14th Floor, New York, NY 10004 United States
Sword in Houston	2925 Richmond Avenue, 14th Floor, Houston, Texas 77098 United States
Sword in Saint-Didier-au-Mont-d'Or (Lyon)	11 Rue Voie Lactée, 69370 Saint-Didier-au-Mont-d'Or France
Sword in Athens	Pyrna Complex, Building C, 3rd Floor, 15 Andrea Metaxa Street, 14564 Kifisia Greece

Sword in Chennai	Elnet Software City, 3rd Floor, TS 140, Block 2 & 9, Rajiv Gandhi Salai, Taramani, Chennai, 600 113 India
Sword in Beirut	Berytech Building (Mathaf), 6th Floor, Sodeco Road, Beirut Lebanon
Sword in Windhof (Luxembourg)	2 Rue d'Arlon, 8399 Windhof Luxembourg
Sword in Rijswijk (The Hague)	Monfor Offices, Sir Winston Churchillaan 299a 2288 DC, Rijswijk Netherlands
Sword in Eysin (Nyon)	Route de Crassier 7, Building A1, 1262 Eysins (Nyon) Switzerland
Sword in Plan-les-Ouates (Geneva)	Skylab, Chemin du Pré-Fleuri 5, 1228 Plan-les-Ouates Route de la Galaise 24, 1228 Plan-les-Ouates Switzerland
Sword in Renens (Lausanne)	Avenue des Baumettes 19, 1020 Renens Switzerland
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