



SWORD GROUP
H1 2024
Presentation

September 2024

**At a Glance
Offer
Vision 2028
Strategic Plan
Figures
Sword Group's Share
Financial Key Dates**



At a Glance



At a Glance

A global Leader in Technology Transformation

Successful, Growing, Financially Secure and Listed



Established in 17 countries | Australia, Belgium, Canada, Cyprus, England, France, Greece, India, Lebanon, Luxembourg, Netherlands, Saudi Arabia, Scotland, Spain, Switzerland, United Arab Emirates, United States



International Group founded in **2000**



1000+ customers in over **50** countries



3 offshore | nearshore support centres

20⁺
YEARS

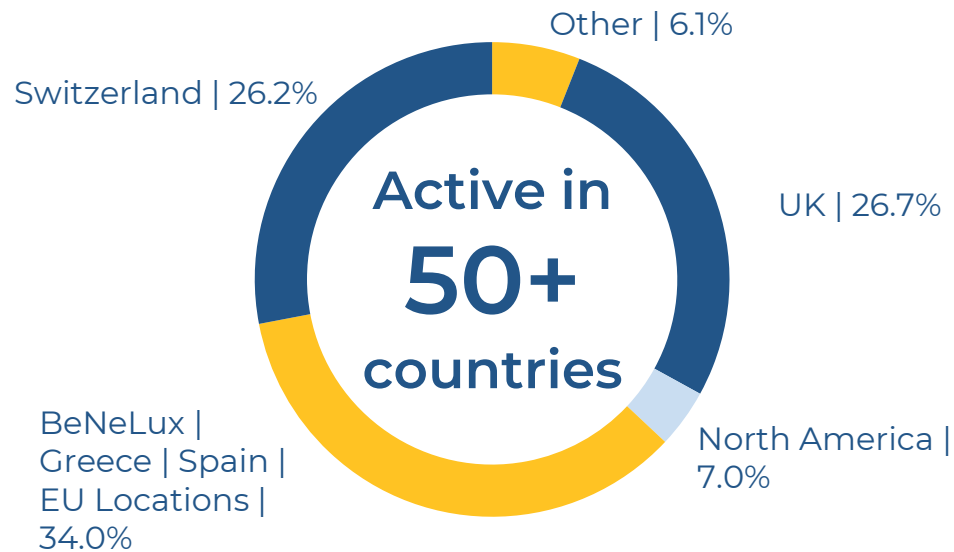
Sword Group has been **making world-leading organisations more efficient and more profitable**

Dependable, digital IT transformation solutions that **reduce costs** and **increase productivity**



3,118 people | 36 nationalities (i)

Consolidated Revenue by Region (i)

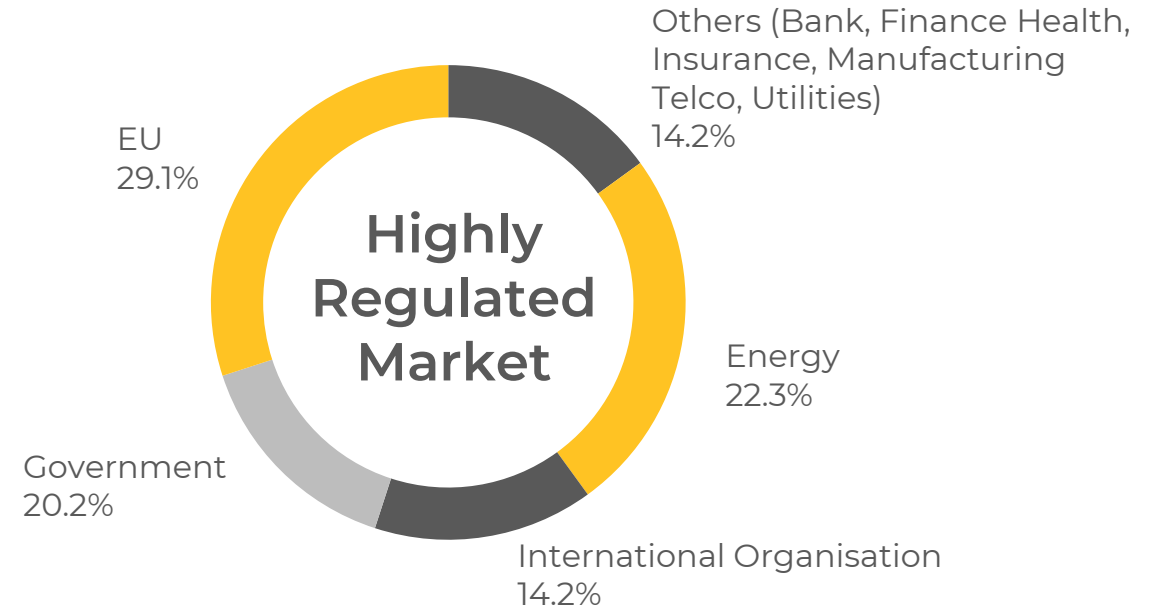


H1 2024

Consolidated Revenue | €156.9m (i)

EBITDA Margin | 12.0% (i)

Consolidated Revenue by Market (i)



(i) Figures as at 30/06/2024

Track record

YEAR	2018	2019	2020	2021	2022 ⁽ⁱ⁾	2023 ⁽ⁱⁱⁱ⁾	H1 2024	07-08 2024
Revenue €M	194.3	213.2	212.5	214.6	265.7	281.6	156.9	
% Current EBITDA	14.0%	13.4%	13.9%	13.6%	12.5%	12.3%	12.0%	
% Organic Growth ⁽ⁱⁱ⁾	+18.3%	+20.7%	+9.2%	+21.5%	+26.3%	+19.0%	+15.7%	
Staff at 01/01/xxxx	2,030	2,067	2,337	1,902	2,329	2,723	3,015	
Staff at 31/12/xxx	2,067	2,337	1,902	2,329	2,723	3,015	3,118	
Total recruitment (gross amount)	320	480	360	506	707	775	164	
Disposals FY	Apak (€30m)		France (€60m)		GRC (€20m)	AAA (€26m)		
Acquisitions FY		DataCo (€5.5m)		AiM (€18m)	Ping (€12m)		AAA (€8m)	IACS (€2.9m) INCOR (€5.5m)

⁽ⁱ⁾ Without GRC - ⁽ⁱⁱ⁾ On a like-for-like basis and at constant exchange rates - ⁽ⁱⁱⁱ⁾ Without AAA

Organisation | Management Team

CEO



Kevin MORETON

UK | US



Dieter ROGIERS

BENELUX | GREECE
SPAIN | EU



Jacques MOTTARD

SWITZERLAND | MIDDLE EAST
OFFSHORE GLOBAL
SERVICES CENTER

COO

PUBLIC SECTOR

ENERGY

FINANCIAL
SERVICES

DIGITAL
PLATFORM



Greg
ANDERSON



Phil
BRADING



Rob
MOSSOP



Terry
NEILL

LUXEMBOURG

GREECE

SPAIN

TIPIK



Michel
BONVOISIN



Nikos
MASTROYIAN
NOPOULOS



Michael
DE GROEVE



Gökçe
KALAYCI

MIDDLE EAST &
INDIA

CANADA &
SWITZERLAND

SWITZERLAND



Nasser
HAMMOUD



Guillaume
MOTTARD



Olivier
PERROTEY

CFO



Frédéric GOOSSE

Group CFO



Stéphanie DESMARIS
Head of Communication



Lalitha BALAKRISHNAN
India



Laurence BLANC
Consolidation



Philippe BLANCHE
BeNeLux | Greece | Spain



Olga SLAMENKAITE
UK | US



Patrick ZBINDEN
Switzerland

Our DNA

- **We do what is planned**
- **We are constantly adapting**
- **We choose markets that offer long-term contracts**
- **We are pragmatic about new technologies (AI and cybersecurity)**
- **Our BP 2028 forecasts organic growth of 15% per year**
- **Our additional BP 2028 forecasts investment of around €100m to boost the existing plan**

Offer



Group's Offer | Software Components & IT Services

SERVICES

Creating Value through technology & improvement



Application Development



Data & Analytics



Content Services



AI & Automation



Infrastructure & Modern Workplace



Enterprise Service Management



Cyber Security



Managed Cloud Services

DIGITAL PERFORMANCE

Skills & expertise, to accelerate your digital transformation

SOFTWARE COMPONENTS

Adding Value through innovative software components solutions

SWORD

AEQUOS

SWORD

TELL

SWORD

VENUE

SWORD

PHUSION



DATA OPTIMISATION

Making Data Work Smarter



Health



Luxury Industry



Aerospace & Defence



Sport



Energy



Finance



Transportation



Government



International Orgs



Construction

Certifications in the Group



Project & Quality
ISO 9001: 2015



Security
ISO 27001: 2013



Information &
Technology
ISO 20000-1: 2018



H&S Management
ISO 45001: 2018



Environmental
Management Systems
ISO 14001: 2015

Vision 2028



Vision 2028

To deliver Vision 2028, we will create a **SECTOR MODEL** supported by a **DIGITAL PLATFORM** business, with a developed **INTERNATIONAL FOOTPRINT**



SECTOR MODEL

We'll specialise and be respected in 3 core sectors: **Public, Energy** and **Financial Services**

Position Sword as the largest business technology solutions provider in the **Oil and Gas** market in the UK

Confirm our position in the Energy transition as leading services provider to **Renewables and Utilities**

Confirm our position of leading provider of Digital Transformation and Cyber Resilience services to Local Government within the UK **Public Sector**

Establish as a trusted supplier to the Scottish/UK **Financial Services** market



DIGITAL PLATFORM

We'll scale our **Digital Platform** business to deliver an extended suite of modernised solutions

Develop **AI tools** to evolve delivery services, allowing increased focus on higher value outcomes for our customers

Deliver unique **Cyber Security** solutions to our customers combining technology and domain expertise

Deliver our customer with **Digital Workplace** solutions

Develop **Managed Services** value positions



INTERNATIONAL FOOTPRINT

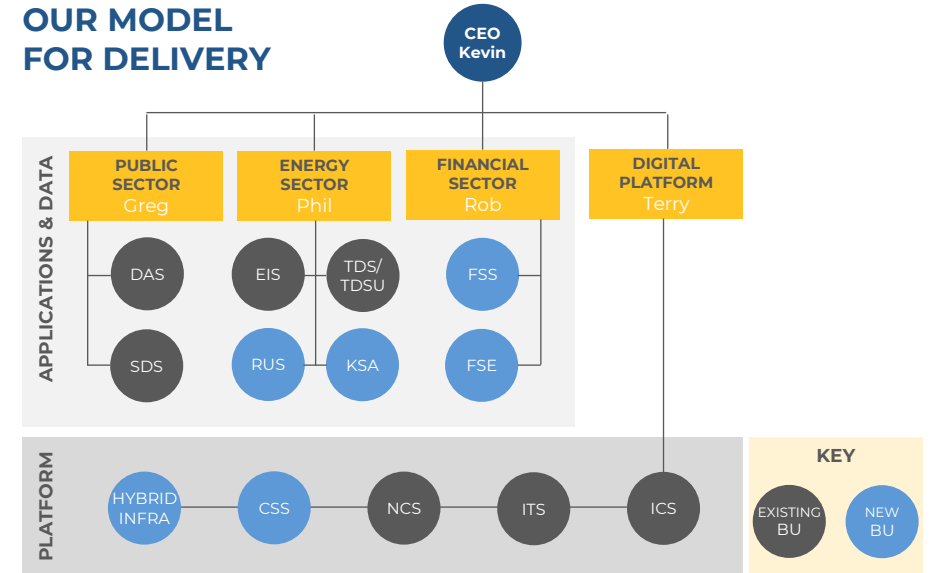
We will develop and expand **our international footprint**

Deliver all our services and solutions to continental Europe, expanding **our international footprint**

Grow our existing business in the **US**

Establish and service a multi-client business in **KSA**

OUR MODEL FOR DELIVERY



TARGETS

£155 m Revenue
£21 m EBITDA
1000+ employees

UK | US | IRELAND



Vision 2028 - Energy Sector

Sword specialises in supporting global customers across the energy sector; from oil and gas operators and EPCs to renewables and the energy transition



OIL & GAS

We are the **largest** business technology solutions provider in the **Oil and Gas market** in the UK

Be the **#1** services provider of technical and engineering data services to O&G operators in **Europe**

Embed AI/ML workflow optimisation as part of our service offering to stay ahead of technology vendors

Biggest supplier of regulatory compliance data services to UK oil and Gas market



RENEWABLES & UTILITIES

We are proven in the **Energy Transition** and aim to be the leading services provider to **Renewables and Utilities**

Develop our partnership with SSE to support all aspects of their digital transformation and data needs

Take our digital skills credibility gained with SSE to deliver to other large renewables and transmission businesses

Scale our existing presence in Teesside to support emerging offshore wind market



INTERNATIONAL FOOTPRINT

We have created the ability to deliver all our services and solutions to **anywhere in the world**

Use new KSA office to support NEOM's growth and new customers across energy and utilities

Access Sword's global presence to provide 24/7 support to our energy customers around the globe

Scale Houston (US) Office in support of growing Gulf of Mexico O&G market.

OUR MODEL FOR DELIVERY



OUR IMMEDIATE FOCUS

Demand based managed services

Expand our opportunity with SSE

Data engineering SaaS roadmap and Data Factory pipeline

Data discovery and compliance service

KEY SERVICE PROPOSITIONS



Data & Information Operational Support



Data Foundations Quality Improvement



Data Engineering SaaS & Process Optimisation



Data Standards, Workflows & Application Support



Vision 2028 - Digital Platform

Provide expert guidance and comprehensive services in cyber security and hybrid infrastructure to ensure the confidentiality, integrity, and availability of critical information and systems



CYBER SECURITY

Delivering unique **IT and OT Cyber Security** solutions, combining **technology** and **domain expertise**

Be leading provider of Operational Technology Cyber Security services to the UK Energy and Utilities Sector

Scale our Business structure to maximise delivery of IT Cyber Security services to our customers across the UK and Ireland

Provide an integrated NOC / SOC Service to our global customer base



DIGITAL WORKPLACE

Our **Digital Workplace** solutions efficiently serve customer technology to their businesses

Establish a dedicated business unit focused on delivering hybrid multi-cloud services

Enhance our portfolio to deliver true hybrid multi-cloud solutions by expanding our vendor network

Expand our delivery capabilities into new regions across the UK & Ireland



MANAGED SERVICES

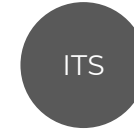
Our **Managed Services** are relevant and **deliver value** to our customers challenged by an evolving technology landscape

Evolve our capability to deliver end-to-end Digital Platform managed services

Deploy AI, further automation and enhanced tooling to deliver value and give us a competitive edge

Expand our global delivery capability to meet the demands of our international customers

OUR MODEL FOR DELIVERY



OUR IMMEDIATE FOCUS

Modernise and evolve our managed service capability

Establish integrated NetOps / SecOps facility

Establish footprint in Ireland to obtain regional growth

Enhance our Hybrid Multi-Cloud capability

KEY SERVICE PROPOSITIONS



Modern Managed Services



Cyber Resilience



Workplace Transformation



Digital Workplace & Public Cloud

SWORD
UPGRADE YOUR BUSINESS

Vision 2028

To deliver Vision 2028, we will enhance our **core business**, target **European Agencies**, **National Governments** and **Private markets**, and combine our expertise in **digital communications** to win new contracts within our existing client-base.



EU Institutions, & European Agencies

We specialise in the **EU** market, with 25+ years of expertise

Target a **top 3** IT services provider position in the **European Institutions (EI)**

Become **1st Partner** in **(1) Customs & Taxation**, **(2) Intellectual Property & Patents**, and **(3) Border Control & Security**

Strengthen our position as a Global **Partner** of EI to achieve Europe's **Digital Decade** objectives & targets.



Local Governments & Private markets

Strategically positioning in **National governments** and **private markets** in EU countries

Leverage our EI expertise to **National Governments** in **European Member States**

Service offering of **niche expertise** into the **private market**

Managed Services offerings in private market in **Greece and Spain**

Expand our **reselling agreements** to cover more countries



Digital Communications

our Digital Communication Agency to cater the **digital communication needs of the EI**

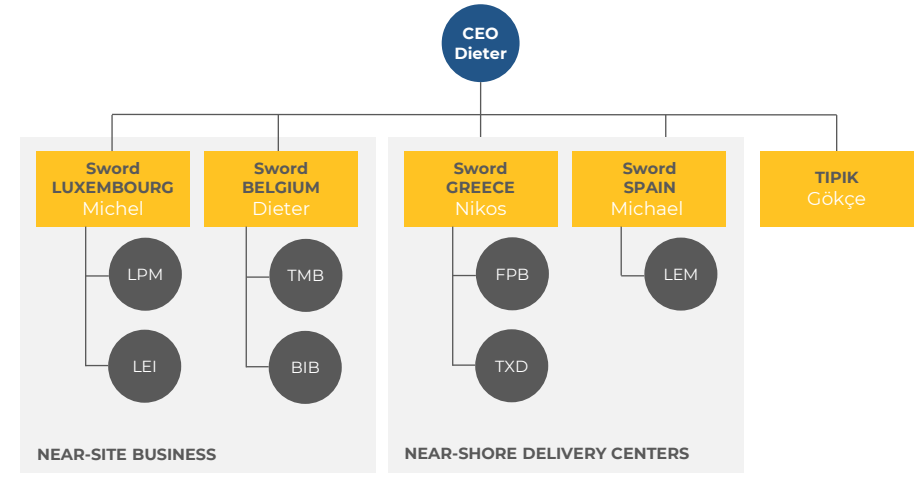
Diversify our client base by offering our services to **European Agencies** and **International organisations**

Expand our service offering and geographical coverage within the **EU Institutions** market

Grow our Group synergies so **Sword** becomes a «one stop shop» for all IT, digital and communication services to all our clients

Expand our services in **National Governments** and **Private Markets**

OUR ORGANISATIONAL MODEL



Vision 2028 | EU Institutions | Focus

Sword is considered one of the **key players** providing **IT services** to the EU Institutions & bodies for 20+ years



Customs & Taxation

Key contractor in the Development and Service Management FC of the **next decade** related to Taxation and Customs

Be one of the preferred contractors for implementing the **EU Customs Data Hub**

Expand our activities to **Operational** support of the IT systems and **Integration** with **National systems**

Extend our services to the development and support of **National systems** in at least 2 countries



Patents & IP

Expand our presence to more **EU Agencies** related to **IP** and **Patents**, including National IP Offices

Become one of the very few companies with **contracts in all IP-related organisations** in EU

Expand our fixed-price services to **National IP offices**

Create one of the **most knowledgeable IT teams** in the IP domain in EU



Border Control & Security

Involved in the development of some of the **most critical systems** of the EU for **border control** and the **security**

Increase our services to the EU in the **next large framework contracts** that will go beyond 2028

Expand our capabilities in Schengen systems that use **biometrics**

Provide **operational support** of the systems that we have developed in the past years

OUR DELIVERY MODEL

Commercial activities offered from **near-site locations** close to the client (mostly Belgium & Luxembourg). **Delivery** is executed in our **near-shore operations** (Greece & Spain)

Type of services offered: **Fixed Price, Time & Means, Quoted Time & Means, Managed services**

Set-up of **Global Consortia** comprising Global and/or European IT service providers

Service delivery under **strict SLAs/OLAs**



Multi-million/multi-year framework contracts under competition. Different modes of award: single contractor, cascade, re-opening of competition, etc

Backlog €200M+ and **Recurring figures > 80 %**



SWORD

UPGRADE YOUR BUSINESS

Vision 2028 | Further capitalising our strengths

Sword will build on its strengths to achieve the goals of Vision 2028

OUR 2025 - 2028 FOCUS

2-3 new clients / year in European Commission and Institutions

Further development of EU Agencies and International organisations

National Systems & National Offices

Expand Digital Communications domain within our EI client-base



 EU Expertise

Experts in European tendering procedures with the strongest bid team in the market
Capitalise it to make deals that need this expertise

 Recurring business

80%+ recurring business with about €200M contract backlog. Use this as basis to expand the recurring revenue to other business domains

 Loyal clients

High retention of our key customers (15+ years), with no fall-out of Framework Contracts for at least the last 9 years

 Flexible & Reliable partner

Considered within our client-base as one of the most flexible IT service providers in EU
Reliable as partner and contractor. We will use this to build stronger strategic partnerships

 Reputation

Our reputation and strong image in the market will further help us to open more business opportunities in new business areas

 Company culture

The company culture helps the motivation of employees
Enhances staff satisfaction and staff retention

Vision 2028

To deliver Vision 2028, we deploy a **SECTOR MODEL** offering **GLOBAL OUTSOURCING** with an extended **INTERNATIONAL NETWORK**.



SECTOR MODEL

1. Built strong credentials and knowledge in **core sectors**:

Become the key player in the **Sports area** with dedicated product and services

Target Tiers 1 holder of LTA with **UN Agencies in Europe**

Progress from **#Top2** to Leader of IT services in *Suisse Romande* with significant footprint in **Public Sector**

Leverage on specialized units in **Financial Services** and **Luxury** markets



GLOBAL OUTSOURCING

2. Offer an end-to-end **Global Outsourcing** delivering:

Provide all layers of **IT Operations** with 24/7 coverage for the workplace

Develop new capabilities in **Cloud & AI App Modernization** adding value with data & business expertise

Capitalise on our **Products: Collaboration (Aequos) Design for Sports (Venue) Luxury (Tell)**



INTERNATIONAL NETWORK

3. Develop and extend our **international network**:

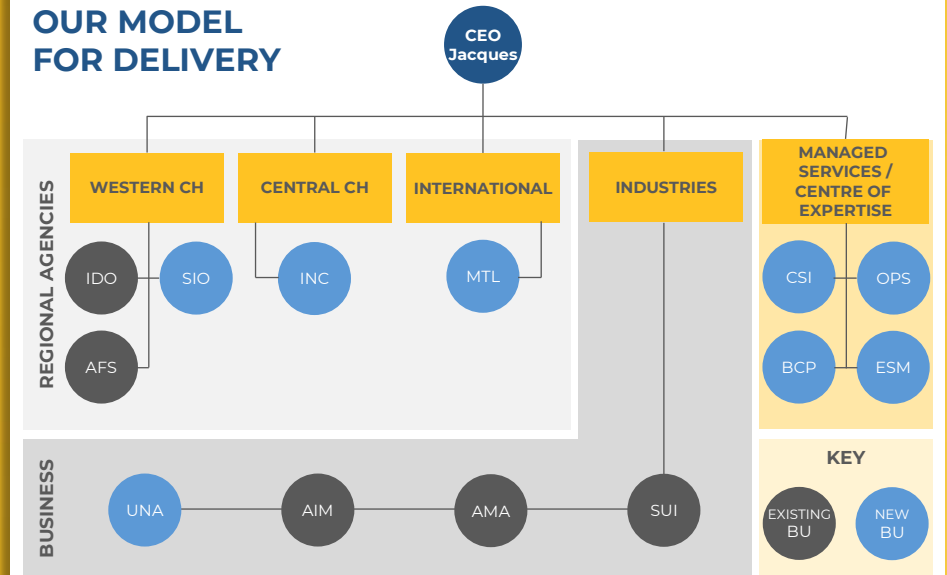
Develop the collaboration with our specialised offshore centres to operate on **cutting-edge technologies**

Establish Sword as leader in Canada **Montreal** within International Organizations

Develop our 'Sword Venue' product to cover the **next 20 biggest worldwide events**

Provide frictionless **Follow-the-sun** approach for our clients and new competitive business models

OUR MODEL FOR DELIVERY



TARGETS

CHF170 m Revenue
CHF19 m EBITDA
800+ employees

SWORD
UPGRADE YOUR BUSINESS

Vision 2028

To realise Vision 2028, we are expanding our Offshore Services into **new international markets** while reinforcing our presence in the Middle East. Additionally, we will establish **specialised practices in high-value technologies and sectors**, essential for driving innovation and maintaining our competitive edge in the global market



SECTOR MODEL

We'll specialise and be respected in 3 core sectors: **Public, Transports & Shipping** and **United Nations**

Growing our business technology solutions for the **Public Sector** in **UAE**.

Develop an extensive track record of serving the **Shipping and Transports Sectors**

Increase long-standing framework agreements with multiple **UN agencies**, with teams already engaged in several countries



Niche Services Offering

We'll develop specialised offerings and expertise in **AI Chatbots** and **ERP systems**.

Deliver implementations of **AI conversational chatbot** in Middle-East.

Leverage 13 years of experience in **Oracle ERP** services—including Financials, EPM and more, we are a recognized leader in this technology

Launch a new practice to offer **SAP ERP** services, capitalizing on a rapidly growing market



INTERNATIONAL Market Reach

We'll develop and expanded **our international footprint**.

Expand our Services into new International Markets and Reinforcing our presence in the **Gulf Countries**

Establish a **commercial team in Canada** to enhance our market share in offshore outsourcing

Break into the **KSA Market**.

Reinforce our presence in **UAE** and mainly in the **Oil & Gaz sector**

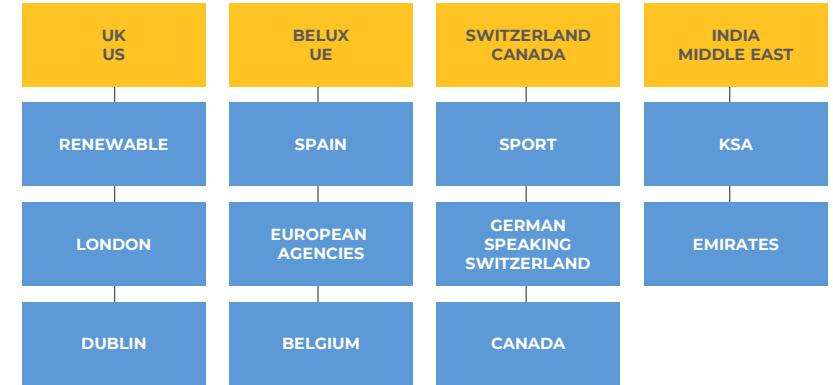
OUR GLOBAL SUPPORT MODEL FROM OFFSHORE LOCATION



Vision 2028

Acquire positions in **new geographical territories** and/or in **technological fields** where we are not yet sufficiently consolidated

OUR ORGANISATIONAL MODEL



UK | US

Targeting acquisitions in renewables

Targeting an acquisition to strengthen London

Developing Ireland



BENELUX | EU

Consolidating our opportunities in Spain

Target companies with a presence in local European agencies

Break into the Belgian private market



SWITZERLAND | CANADA

Consolidate our position in sport

Expand in German-speaking Switzerland

Expand in Canada



INDIA | MIDDLE-EAST

Consolidating our position in Saudi Arabia

Find an opportunity in the Emirates

TARGETS

€140m+ Additional Revenue

€17m+ EBITDA

1,200+ employees

SWORD

UPGRADE YOUR BUSINESS

Strategic Plan 2024-2028



2024 - 2028 Objectives | Organic Growth

Business Plan by forfeiting the a priori effect of accelerators

- By applying an organic growth of 15% per year
- Maintaining the profitability rate at 12%

€M

YEAR	2024	2025	2026	2027	2028
REVENUE	324	372	428	493	566
EBITDA IFRS	40	46	53	61	68
CASH GENERATION	25	29	33	39	43

Organic Growth **c.+15%**

EBITDA Margin **>12.0%**

2025 - 2028 Business Plan generated by our M&A Strategy ⁽ⁱ⁾

■ M&A ⁽ⁱ⁾

€M

YEAR	2025	2026	2027	2028
REVENUE	30.0	63.0	99.3	139.2
EBITDA IFRS	3.6	7.6	11.9	16.7
CASH GENERATION	2.3	4.7	7.6	10.6

⁽ⁱ⁾ Acquisitions completed during the year. Figures provided carried forward.

2025 - 2028 New Business Plan

■ New Business Plan

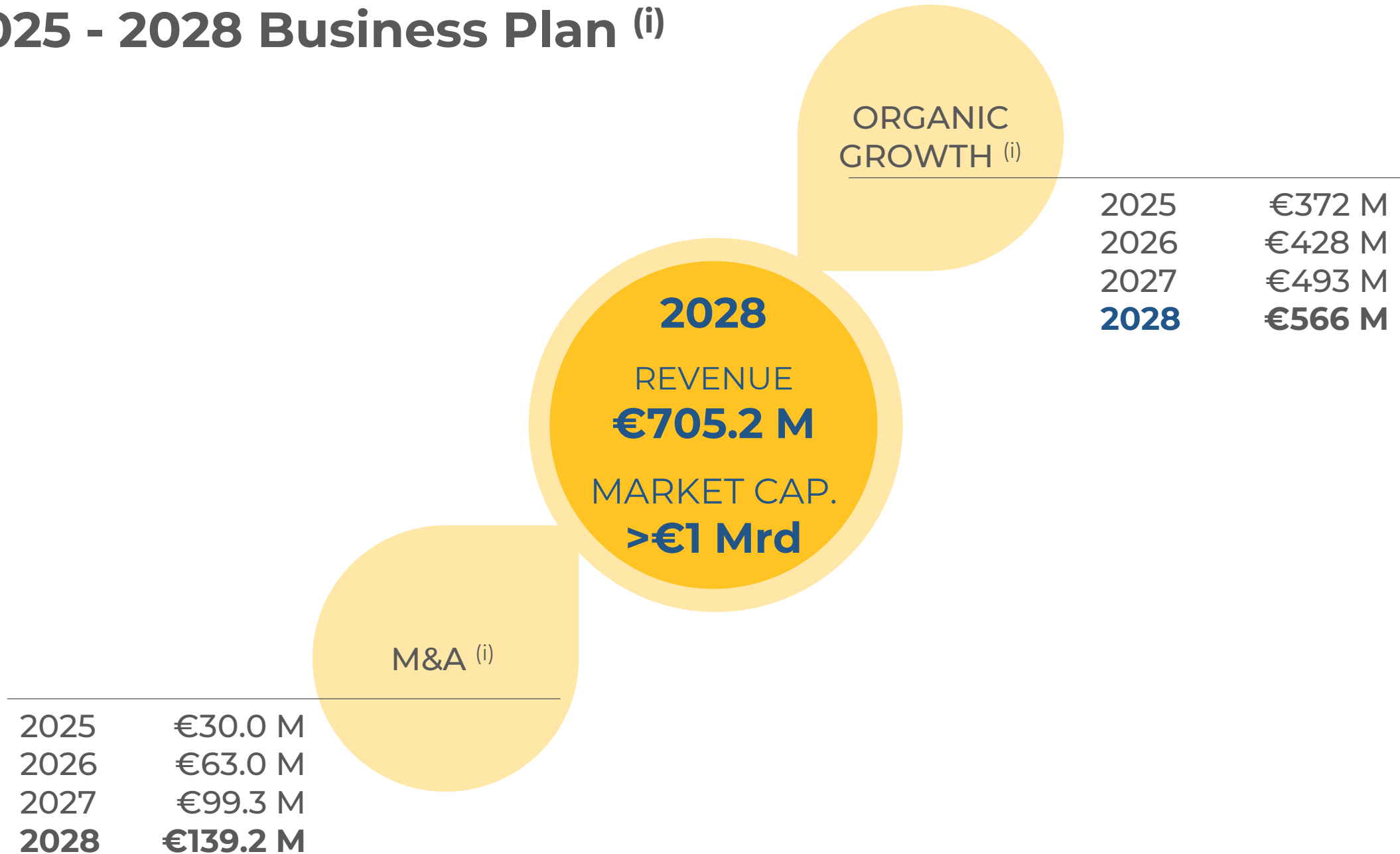
€M

YEAR	2025	2026	2027	2028
REVENUE	402.0	491.0	592.3	705.2
EBITDA IFRS	49.6	60.6	72.9	84.7
CASH GENERATION	31.3	37.7	46.6	53.6

Market
Capitalisation
Objective

>€1 Mrd

2025 - 2028 Business Plan (i)



(i) Acquisitions completed during the year. Figures provided carried forward.

Leverage of Outperformance | Possible Accelerators



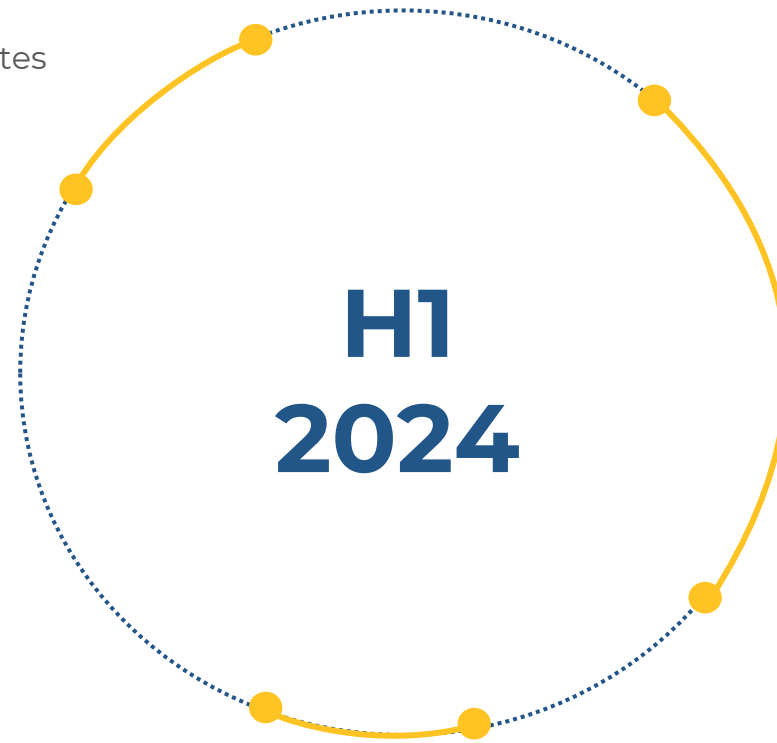
⁽ⁱ⁾ Vienna, The Hague, Alicante

Figures



H1 2024 | Key Figures

+15.7%
Organic Growth at constant
perimeter
and constant exchange rates



€156.9m
Consolidated
Revenue

12.0%
EBITDA margin

H1 2024 | Consolidated Breakdown

€m	H1 2024 (*)		
	Revenue	EBITDA Margin	Organic Growth (i)
BeNeLux Greece Spain EU Locations	56.4	9.0%	+13.5%
Switzerland Canada	46.2	9.3%	+21.6%
UK US	45.4	15.4%	+12.4% (ii)
Offshore Global Services Centers Middle East	8.9	27.5%	+17.1%
TOTAL	156.9	12.0%	+15.7%

(i) Organic Growth at constant perimeter and constant exchange rates.

(ii) AAA excluded

(*) Percentages and amounts are calculated from figures in €K.

H1 2024 | PnL (i)

(i) With no impact of amortization of backlog acquisition

€m	H1 2024
Revenue	156.9
Current EBITDA	18.9 12.0%
Current EBIT (ii)	15.9 10.1%
Non Current Costs	2.2
Financial Costs	(0.3)
Corporate Tax	2.8
Net Profit after corporate tax (i)	11.2 7.1%

H1 2024 Balance Sheet | Non-Current Assets

€k	31.12.2023	30.06.2024
ASSETS		
NON-CURRENT ASSETS		
Goodwill	69,355	77,323
Other intangible assets	7,036	7,473
Property, plant & equipment	4,573	4,927
Investments in associates	365	-
Financial assets at fair value through other comprehensive income	-	113
Assets related to the right of use	11,866	11,081
Financial instruments	126	78
Deferred tax assets	60	353
Other assets	728	692
TOTAL NON-CURRENT ASSETS	94,109	102,040

- Increase due to the acquisitions of AAA & IACS

H1 2024 Balance Sheet | Current Assets

€k	31.12.2023	30.06.2024
ASSETS		
CURRENT ASSETS		
Trade and other receivables	35,700	37,300
Work in progress	45,413	62,151
Current tax assets	1,100	1,063
Other assets	5,711	6,372
Cash and cash equivalents	62,587	48,701
Prepaid expenses	5,923	9,005
TOTAL CURRENT ASSETS	156,434	164,592
TOTAL ASSETS	250,543	266,632

- Increase due to revenue growth and new EU projects

H1 2024 Balance Sheet | Financial Debt

€k	31.12.2023	30.06.2024
EQUITY AND LIABILITIES		
EQUITY		
Share capital	9,545	9,545
Share premiums	70,676	70,676
Reserves	6,733	9,318
Retained earnings	17,198	3,669
TOTAL EQUITY - GROUP SHARE	104,152	93,208
Non-controlling interests (minority interests)	1,258	1,604
TOTAL EQUITY	105,410	94,812
NON-CURRENT LIABILITIES		
Lease obligations	8,668	7,794
Other financial debts	35,000	49,000
Provisions for retirement benefits	249	253
Other provisions	227	-
Deferred tax liabilities	1,431	1,302
Other liabilities	25,433	9,635
TOTAL NON-CURRENT LIABILITIES	71,008	67,984
CURRENT LIABILITIES		
Lease obligations	3,604	3,657
Other financial debts	172	633
Other provisions	184	367
Trade and other payables	25,013	38,894
Current tax liabilities	1,558	1,691
Other liabilities	20,599	38,770
Prepaid services	22,995	19,824
TOTAL CURRENT LIABILITIES	74,125	103,836
TOTAL LIABILITIES	145,133	171,820
TOTAL EQUITY AND LIABILITIES	250,543	266,632

- Credit line
- Decrease due to the reclassification of share deals amounts from long term to short term
- Increase due to revenue growth
- Increase due to the reclassification of share deals amounts from long term to short term

2024 | Net Cash Position (i)



30/06/2024

Net Cash Position: €4.8m (Bank: €2.4m | Treasury Shares: €2.4m)



31/12/2023

Net Cash Position: €32.6m (Bank: €27.4m | Treasury Shares: €5.2m)

(i) Net cash position, excluding IFRS

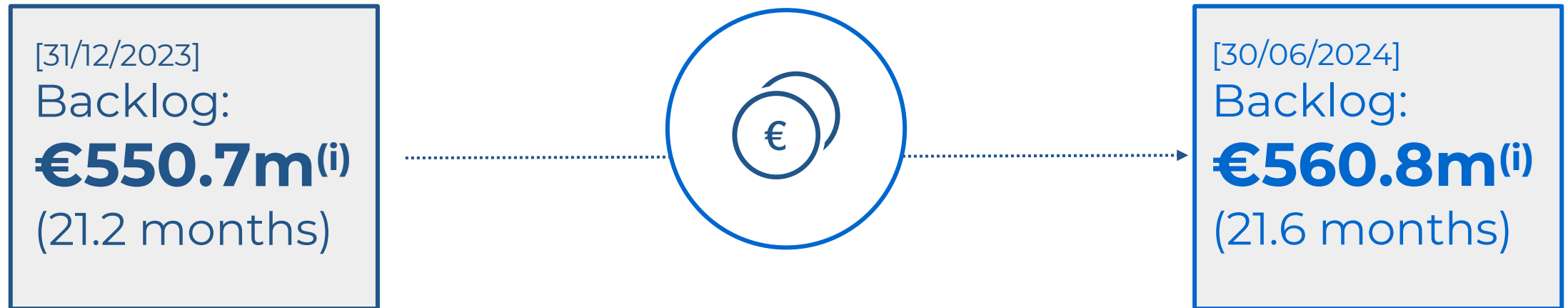
H1 2024 | Net Cash Position Details (i)

	€m	
	H1 2023	H1 2024
As of 31/12	+38.7	+32.6
Operational cash: normative flow	+10.0	+10.0
Change in WCR	-8.6	-11.7 (ii)
Balance GRC (Disposal + GRC Share deals)	+11.4	-
Dividends	-16.2	-16.0
Other share deals during the period	-11.9	-6.1
Acquisitions + M&A fees	-6.5	-1.8
Investments	-1.6	-2.2
As of 30/06	+15.3	+4.8

(i) Net cash position, excluding IFRS

(ii) **-€8.6 m** due to **growth** and **-€3.1 m** due to **increase in WIP** | contract renewal

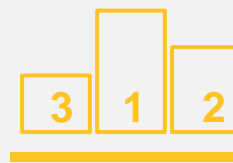
H1 2024 | Backlog - AAA excluded



(i) AAA excluded

H1 2024 Top 10 | Clients

Company	Location
British Petroleum	UK US
DG Informatics (DIGIT)	BeNeLux
DG Taxation and Customs Union	BeNeLux
European Parliament	BeNeLux
Harbour Energy	UK
Richemont	Switzerland
Serica Energy	UK
Scottish and Southern Energy (SSE)	UK
UBP	Switzerland
WADA	Switzerland



The **first 10 clients** represent **36.7%** of the **H1 2024** Consolidated Revenue



The **first client** represents **9.1%** of the **H1 2024** Consolidated Revenue

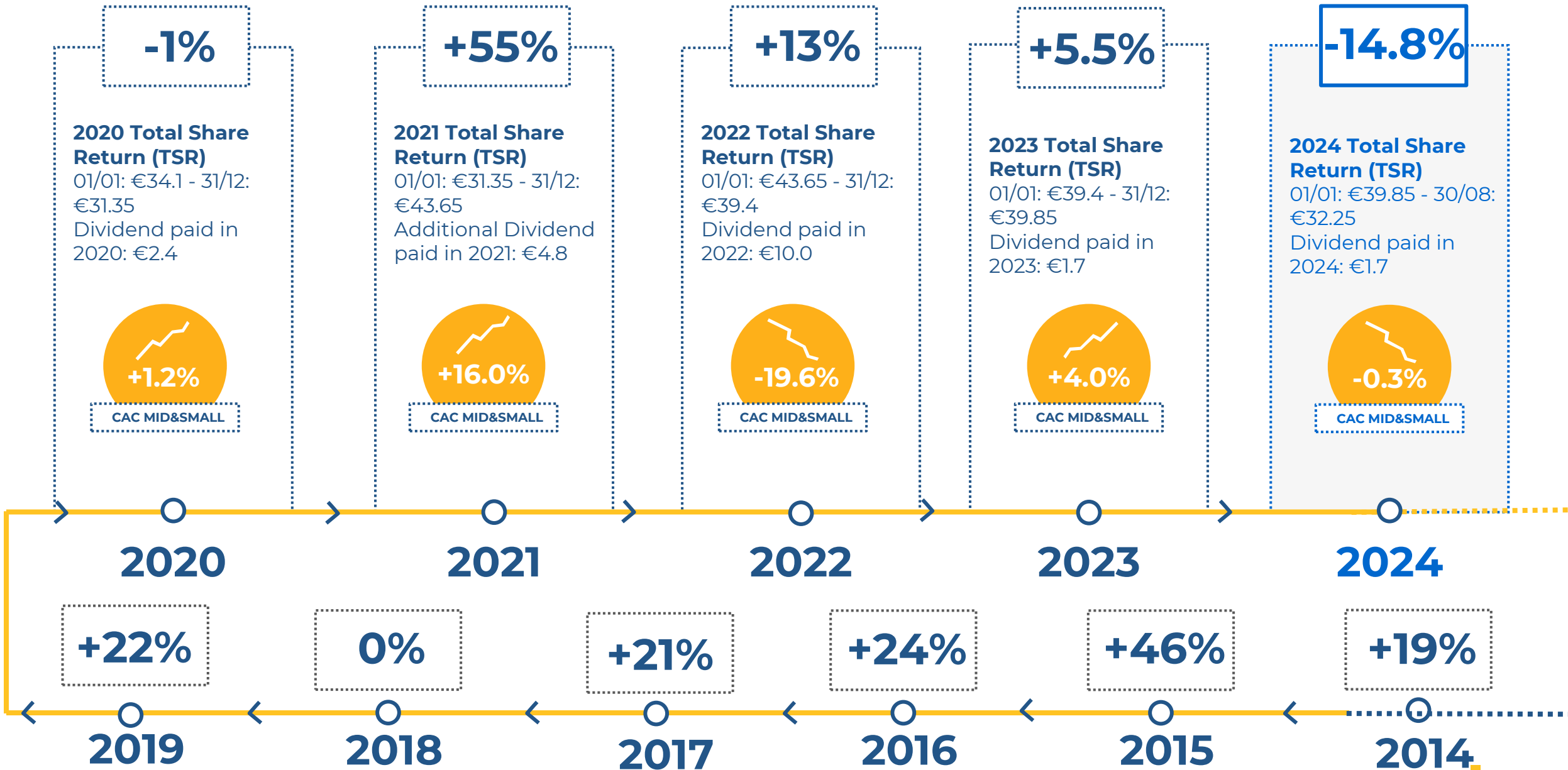
Staff | Details

Staff on 31/12/2023	3,015
New comers	+164
Acquisitions	+85
Leavers	-146
Staff on 30/06/2024	3,118 (annual basis)
Staff Turnover	9.7%

Sword Group's Share

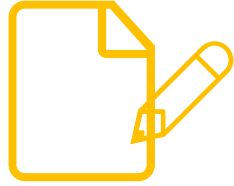


Share return



Financial Key Dates

Financial Calendar



PUBLICATIONS

- **24/10/2024**
2024 | Q3 Results
- **23/01/2025**
2024 | Q4 Results
- **11/03/2025**
2024 | FY Results



MEETINGS

- **12/03/2025**
SFAF Meeting |
FY2024 Results
- **28/04/2025**
Annual
Shareholders
Meeting | 2024

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