



SWORD

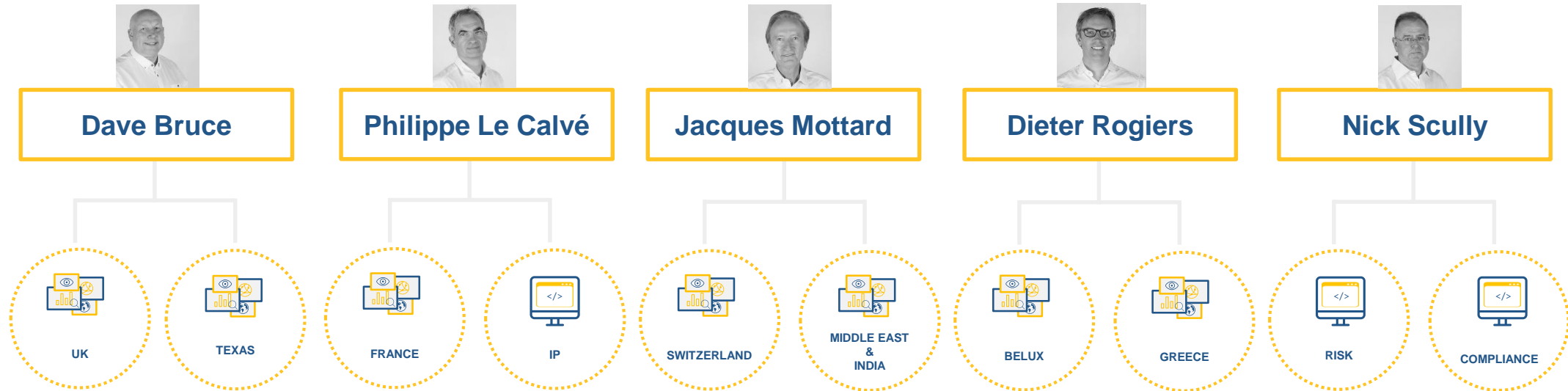
UPGRADE YOUR BUSINESS

**FY2019
PRESENTATION**



Organisation

MANAGING DIRECTORS



Organisation

CFOs



Frédéric Goosse
Group CFO



Laurence Blanc
Services + Consolidated



Sylvain Dal Vecchio
BeLux & Greece



Leïla Julien
France



Becky Marsland
Software



Phil Norgate
aa. UK Services



Patrick Zbinden
Switzerland & ME

M&A ADVISOR



Phil Norgate



Sword today

Group's Offer Software & IT Services

SERVICES

Creating Value through technology & improvement



CRM



ANALYTICS



CS



AI



GIS

SOFTWARE

Adding Value through innovative software solutions



IP



SEARCH



SECURITY



GRC



INVESTIGATION

DIGITAL PERFORMANCE

Skills & expertise, to accelerate
your digital transformation.



DATA OPTIMISATION

Making Data Work Smarter



Health



Luxury
Industry



Aerospace
& Defence



Sport



Energy



Finance



Transportation



Government



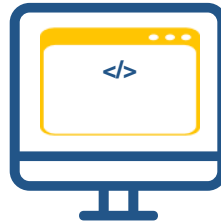
International
Orgs



Construction



Sword's Flagship Projects & Growth Opportunities



Software



SWORD GRC

[More information](#)



SWORD INTELLECT

[More information](#)

Some Highlights of the Group | Governance Risk & Compliance



Software
1



GRC

**#1 in the
Defence Sector**



Ministry
of Defence

AIRBUS



Challenger Tank



Ministry
of Defence



RHEINMETALL
GROUP



GRC Market predicted to grow at 13.4%*

Project Risk

- Construction
- Transportation
- Energy

Research & Development

- Critical importance
- ARM 2020
- Functional depth & User experience

Financial Services Risk

- Magique Galileo

Micro Acquisitions

- Specific focus & Complimentary
- Extend product reach

Extended Solution Offering

- Audit
- Compliance & Policy Management

Global Reach

- Europe & USA
- Asia & Australia

* CAGR Gartner

Some Highlights of the Group | Intellectual Property



Software
2



IP

#1 on all National
Offices of **Trademarks**
and **Patents**



CPA GLOBAL®



New Zealand - MBIE | IPONZ & RESOLVE

MBIE

Ministry of Business Innovation & Employment



IPONZ

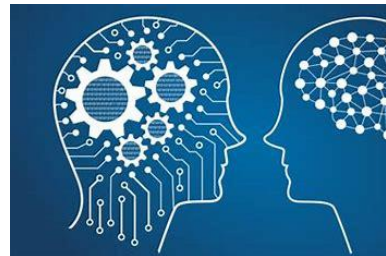
Intellectual Property Office of New Zealand

RESOLVE

Government Centre for Dispute Resolution

SwordAccepto

Trademarks & Designs, Search & Examination
Software Solution (Verbal & Logos Images)



IA



SwordPtolemy

Online IP Rights (multi-domains)
Case Management Solution

 **9 years** of strategic partnership with the Ministry



Keep IT

- €2 to €3 m+ annual maintenance/support contracts
- Maintain our existing Acsepto clients
- Keep our long term special relationship with our NZ Key customer

Grow IT

- Release new modules / features to our Ptolemy to be sold as add-on
- Provide new service/consulting offering to our existing customer
- More synergy with Sword's international units
- Beat the current competitor on the field of Office automation

Win more

- Extend our Ptolemy Case Management Solution outside IP > Resolution /arbitration
- Become an international actor in Trademark Watch services
- Extend our IP presence globally



France



UK
Services



Switzerland



Services



BeLux
Greece



Middle East
India

Some Highlights of the Group | UK



Services
1

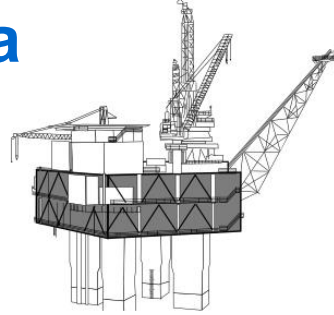


UK

#1 in the **Oil & Gas**
Sector in Scotland



Drilling for Data



- Finding oil in a sea of data
- Digitally optimising key business process
- Turning non-viable into viable
- Cutting cost by up to 70%

Shell International E&P

Quality Improvement Managed Service



“Using Data Science tools to cleanse well data for effective geoscientific interpretation”

- Hybrid Dutch-UK service model
- Applied Data Science to drive Continuous Improvement and increase cost efficiency
- Delivers high-quality data for 600 wells per annum to the Geoscience user community
- Consistently ranked amongst the best services within Shell Data Management

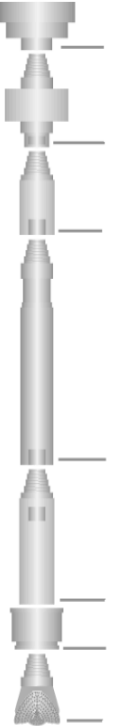
BP Houston

First Data Science Project in US



“Delivering consistent subset of core analysis data to the geoscience community”

- Thunderhorse Field, highly visible Gulf of Mexico project
- Content and Data Extraction to bespoke front-end using Machine Learning
- Delivery of standard frontend dashboard
- Plan to roll out methodology as a series of projects in the US, UK and Australia



Data Mining – Data Extraction – Machine Learning – Visualisation

Keep IT	<ul style="list-style-type: none">Over £20M of strategic contracts renewed in the first two months of 2020Strategic account management processProvision of long term non-discretionary services	Ressources	<ul style="list-style-type: none">Our energy expertise in Aberdeen (300+)Experienced Account managers40 Offshore trained staffTrust
Grow IT	<ul style="list-style-type: none">Export our energy expertise to HoustonCapitalise on M&A activity in North Sea (asset transition projects)Convert asset transition projects into long term support dealsBuild on new service lines in Australia & Holland	Organisation	<ul style="list-style-type: none">Framework contracts with Shell & BP in HoustonUnrivalled asset transition project capability24x7 Service capability
Win more	<ul style="list-style-type: none">A dedicated Houston office & teamDeploy greater sales capability in London to fuel our growthGreater focus on selling into public sector and Insurance		



BeLux / Greece

Top player in
application services and
communication services
at the **European
Institutions**



European Commission



European Parliament



Council of the
European Union



SWORD

UPGRADE YOUR BUSINESS

20+ yr Strategic Partnership DG Taxud

EC - **DG Taxation and Customs Union's** mission is to develop and manage the Customs Union and to develop and implement tax policy across the EU for the benefit of citizens, businesses and Member States

EU is the largest trading block in the world

- > 15 % of world trade
- > 4 trillion Euro of yearly EU trade with other countries
- > 25 billion Euro of yearly collected Customs

IT SYSTEMS

41 Europe-wide systems developed and maintained



Sword is working on
10+ of these systems

**DG Taxud IT Budget for
2021-2027: € 950 million**

tipik
by *Sword*

European Commission DG Justice - Digital and online campaigns

Geo-localized social media campaign (Facebook, Instagram, Snapchat) activated around key airports in smaller EU countries.
Google Display Ads campaign helping EU citizens who are travelling outside the EU with Consular Protection.





Expertise

- **Expertise** with **European procedures**
- **Market leader** @ European Institutions
- **#1** in setting up **winning Consortiums**
- Winning **Bid-teams** @ the EI



Key Clients

> 55 **European** Institutions / organisations / Agencies

- European Commission
- European Parliament
- European Council
- Court of Justice / Eurojust
- European Investment Bank / European Investment Fund / European Central Bank
- European Agencies



Business Contracts

- > 25 Major **Multi-million** and **multi-annual** European Framework Contracts
- > 150 Million Euro **backlog**
 - 3 Customers in '**Top 10 Client list**' of Sword Group



Organisational Structure

- > 450 **consultants**
 - 3 geographical **Locations** (Brussels, Lux, Athens)

Some Highlights of the Group | France



Services
3



France

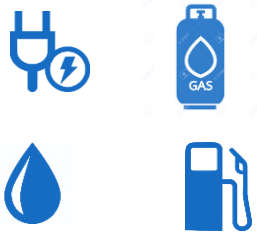
#1 GIS & MaaS
Integrator



LVMH



Aéroport de Paris - Management of infrastructure networks
for 12 airports: Orly, Roissy, Le Bourget



Visualize
Present
Locate

Organize the tasks

Invoicing by
topology and uses



Cartographic, collaborative network
management platform



INFRA NETWORKS

Keep IT

- IT specialist
- Fixed Price Projects commitment
- Renewal with 95% of our Clients

Grow IT

- Focus on our Initiatives
 - In terms of Technologies: RPA, BlockChain, IoT, BIM
 - In terms of New Markets: MaaS
 - In terms of new products opportunities extending our IT Services expertise

Win more

- Target sale approach via vertical Services / Products
- Pass from 1 Client = 1 Expertise = 1 Project to 1 Client = several expertises
- Health: significant opportunities

Ressources

- More than 580 IT Engineer
- Located in 3 sites: Lyon (430), Paris (100) Rennes (50)
- ISO207001 certified - ISO 9001 conformed

Organisation

- 6 clusters
 - GEO
 - Content & Collab
 - Data & Intelligence
 - IP & Blockchain
 - Customer
 - Health

Some Highlights of the Group | Switzerland



Services
4



Switzerland

Key player in **sport**,
Luxury and at the
United Nations



RICHEMONT



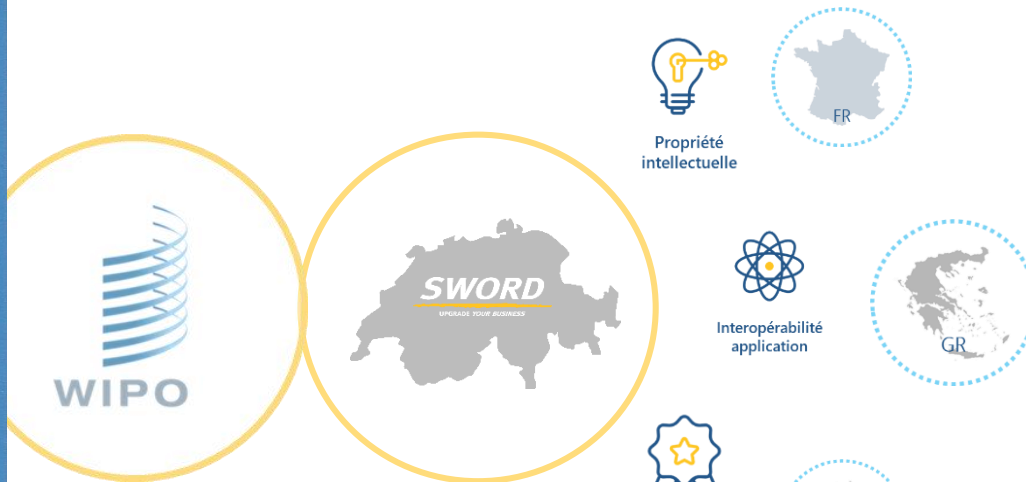
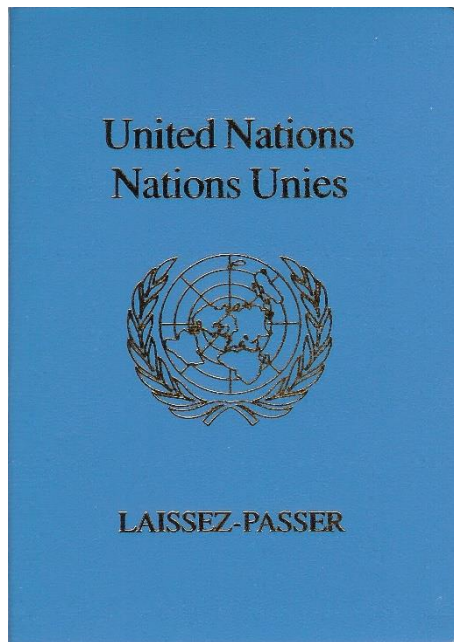
Chopard



World Intellectual Property Office (WIPO a UN agency)

The International Trademark System

The Madrid System is a convenient and cost-effective solution for registering and managing trademarks worldwide. Sword operates a modern IT platform, designed to support the operational needs and to reinforce online services for users.



Long Term Agreement
Contract

CPAG agencies
Perimeter

CH, EU, offshore
Territories

5 years
Duration

ICT Dev. & Support
Services



FMCG &
Luxury goods

Leading program & project management along with major digital transformation initiatives within luxury & FMCG industries

Key driver: E-Commerce, Digital expertise



Sport
Industry

Acting as partner, provider, as well as sponsor, Sword is a key actor within the IT landscape for Sport Industry



International
Organisations

Sword counts international organisations as key clients in Switzerland, including: United Nations, Red Cross, Airlines Associations...

Key driver: Long Term Agreements

Some Highlights of the Group | Middle East & India



Services
5



Middle East & India

#1 in Governmental & Banking Mobile Application



Lebanon-Beirut:

- **Customer:** CMA CGM-Marseille: 110,000 Employees, 31 Billion\$, 160 countries
- **Project:** Maintenance Agreement for the Group Financial ERP
Oracle E-Business Suite, 8 persons Onsite, 15 persons at Nearshore, contract till 2022 + renewal option

UAE-Dubai:



- **Customer:** UAE Prime Minister Office-DUBAI: entity that coordinate projects related to the government's strategic and future directions
- **Projects:** Mobile Applications Development and Maintenance
Mystery Shopper: to improve the Services quality in all governmental offices
QIYADAT: to find the new UAE Leaders and promote there competencies (i.eUAE LinkedIn)

India-Chennai:

- **Customer:** KAPLAN-UK: 40+K Student registrations per year, training accountants, operations in over 30 countries
- **Project:** Portal Development & Maintenance Services: Net, Sitefinity, 3 Scrum teams with a total of 31 members (PM, Devs, UI and QA)



Lebanon Beirut

- Increasing of Nearshoring demand from the Swiss Market
- New Service Offerings : Automated Testing, Cloud Development & Oracle Fusion

UAE Dubai

- Government entities such as RTA to deploy AI solutions
- BEAM software product
- Prime Minister Office: maintenance support for large Mobile Applications

India Chennai

- New sales team for UK & Canada.
- Offering of New Services : DevOps& Cloud Development
- LTA's with UNICEF and other UN agencies



2019 Figures

At a Glance

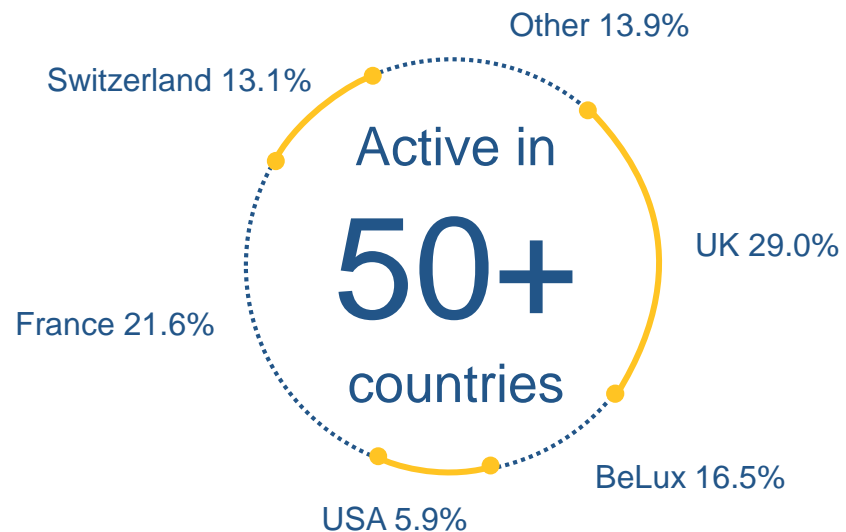
IDENTITY

Successful, Growing, Financially Secure and Listed



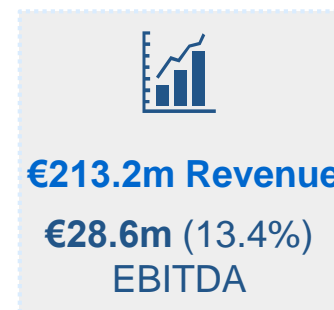
FY2019

Consolidated Revenue by Region



FY2019

Consolidated Performance



Software
11%

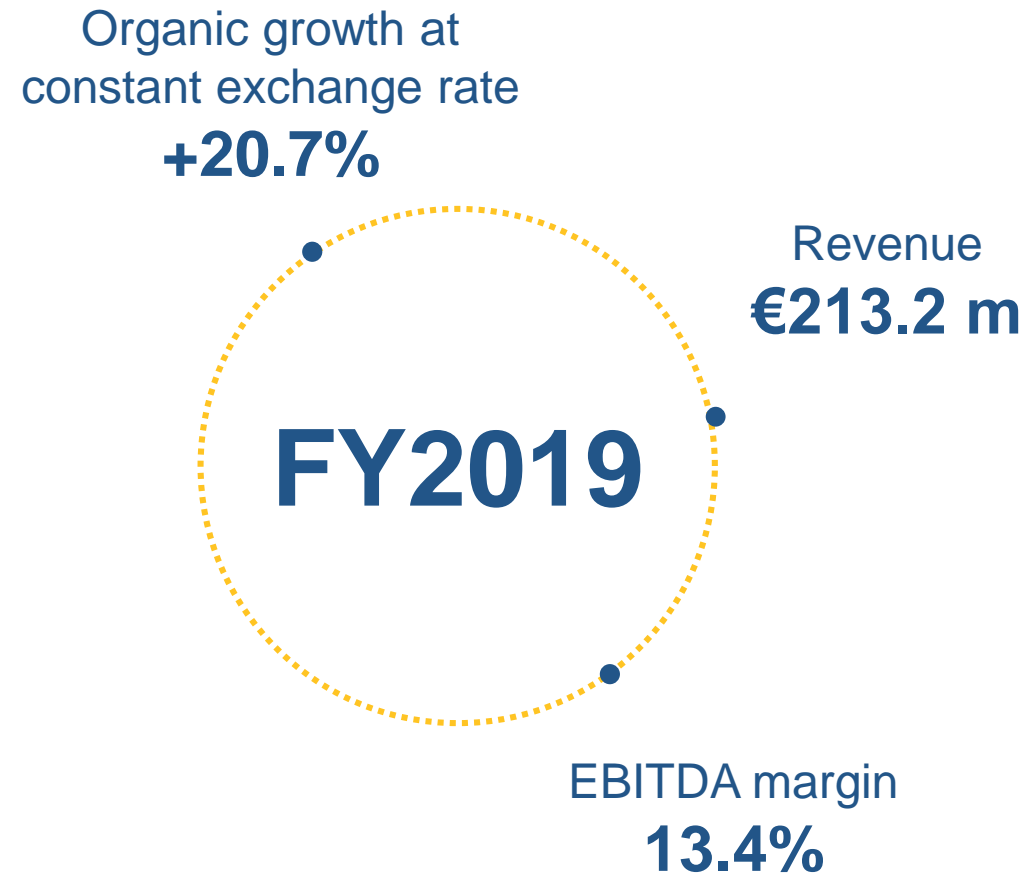


FY2019

Consolidated Revenue by Market



FY2019 Key Figures | IFRS 16 Standards



2019 Key Figures | IFRS 16 Standards

€m	Revenue	EBITDA (*)	Organic Growth (*)
Q1	50.5	13.5%	+19.1%
Q2	53.6	13.3%	+23.7%
Q3	52.6	13.1%	+21.9%
Q4	56.5	13.8%	+18.1%
FY	213.2	13.4%	+20.7%

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

FY2019 | Consolidated Breakdown

€m	FY2019		
	Revenue	EBITDA Margin (*)	Organic Growth (*)
Governance Risk & Compliance	17.5	24.4%	+31.5%
Others	6.7	29.2%	-1.7%
SOFTWARE	24.2	25.8%	+20.3%
France	47.9	12.7%	+15.7%
BeLux	45.3	9.4%	+24.2%
Switzerland	28.0	12.3%	+18.4%
UK	52.1	12.2%	+21.0%
Others	15.7	14.3%	+34.5%
IT Services	189.0	11.9%	+20.8%
TOTAL	213.2	13.4%	+20.7 %

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



Net cash position

€53.7m (i)

€70.8m (ii)

(i) IFRS 16

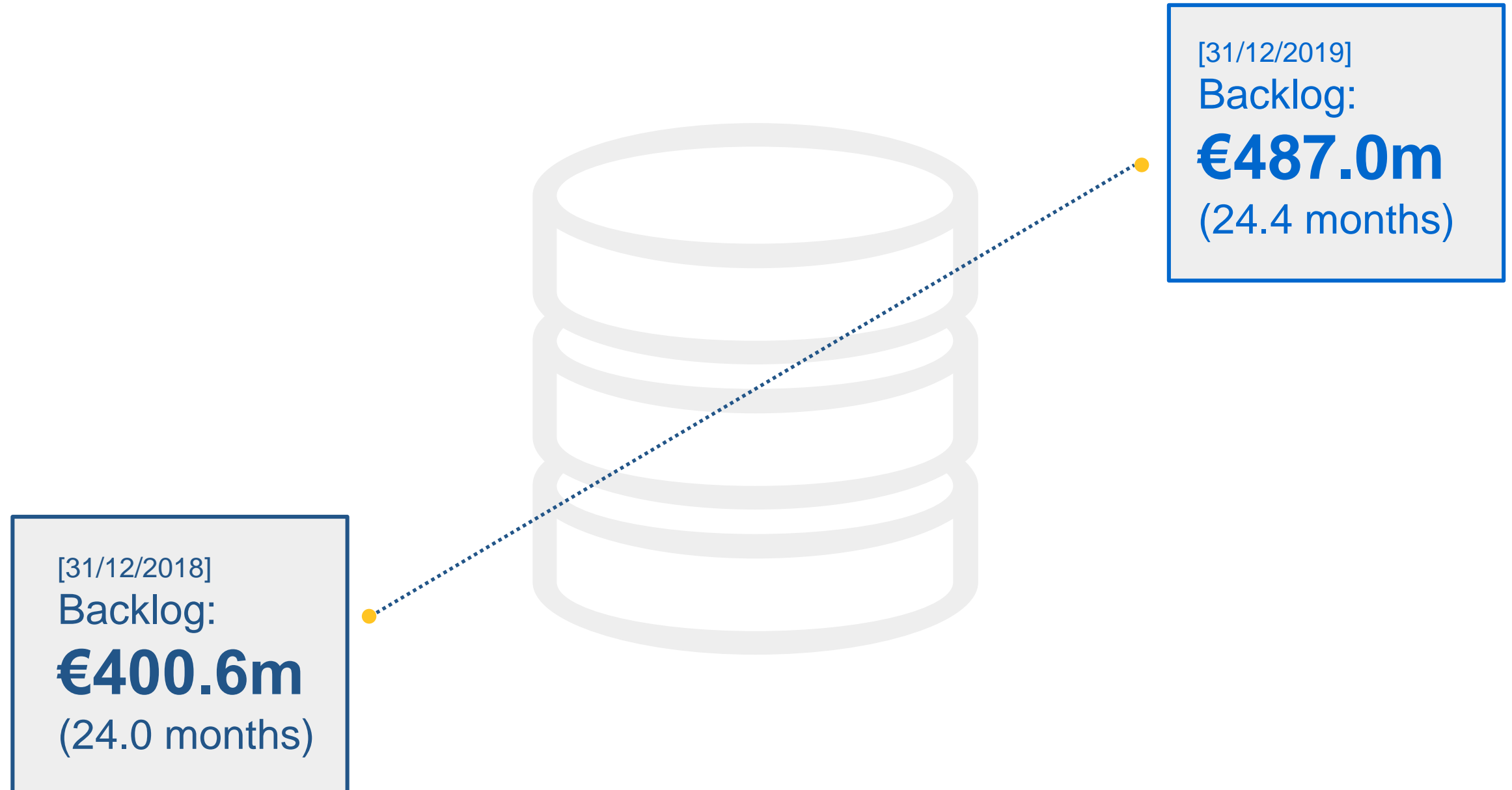
(ii) IFRS 16 impacts excluded

31/12/2019



R&D Products:
18.4%
of the 2019 Software
Revenue

Backlog



FY2019 Currency | Breakdown

Currency	%
EUR	42.8%
GBP	29.7%
CHF	13.9%
USD	5.3%
Others	8.3%

Top 10 | Clients

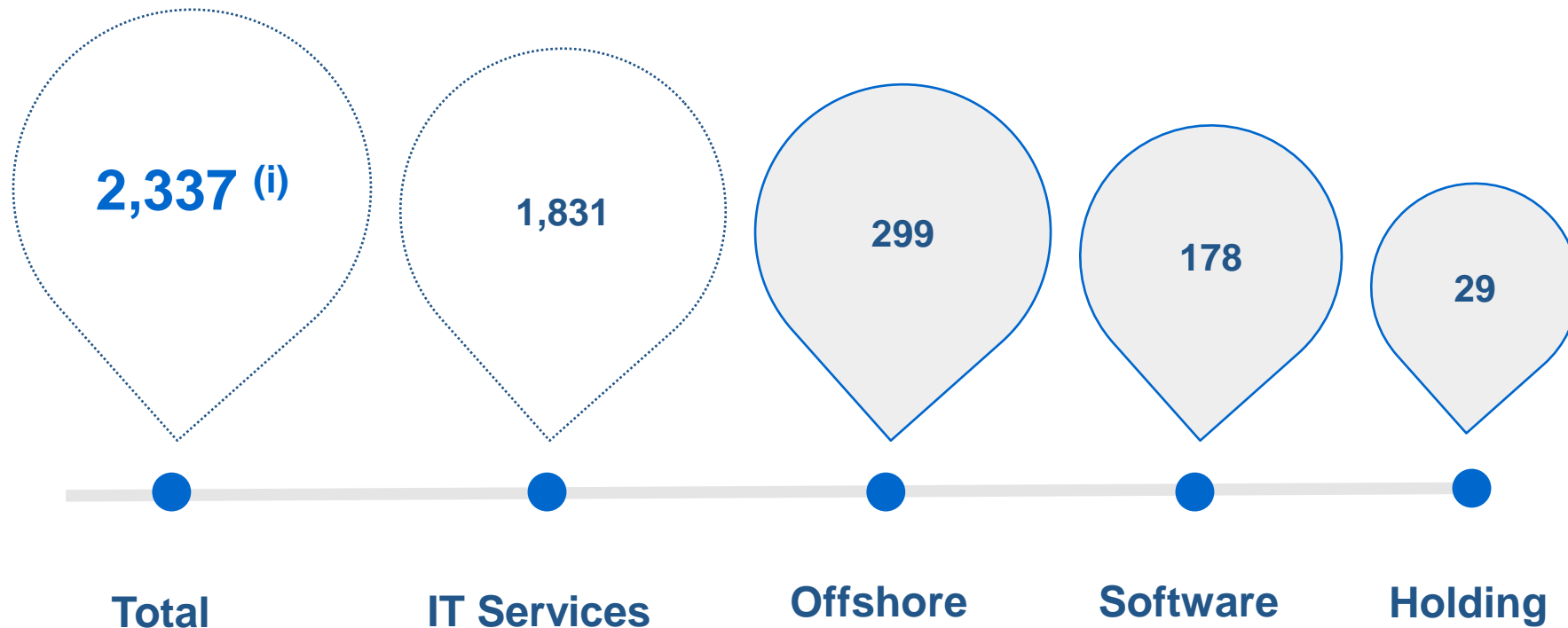
Company	Location
Admiral	UK
BP	UK
DIGIT	BeLux
DG Taxation and Customs Union	BeLux
DG Justice and Consumers	BeLux
European Parliament	BeLux
Ministry of Business Innovation & Employment	New Zealand
Richemont	Switzerland
Serica Energy	UK
Total	UK



The **first 10** clients represent **26.0%** of the **2019** Consolidated Revenue



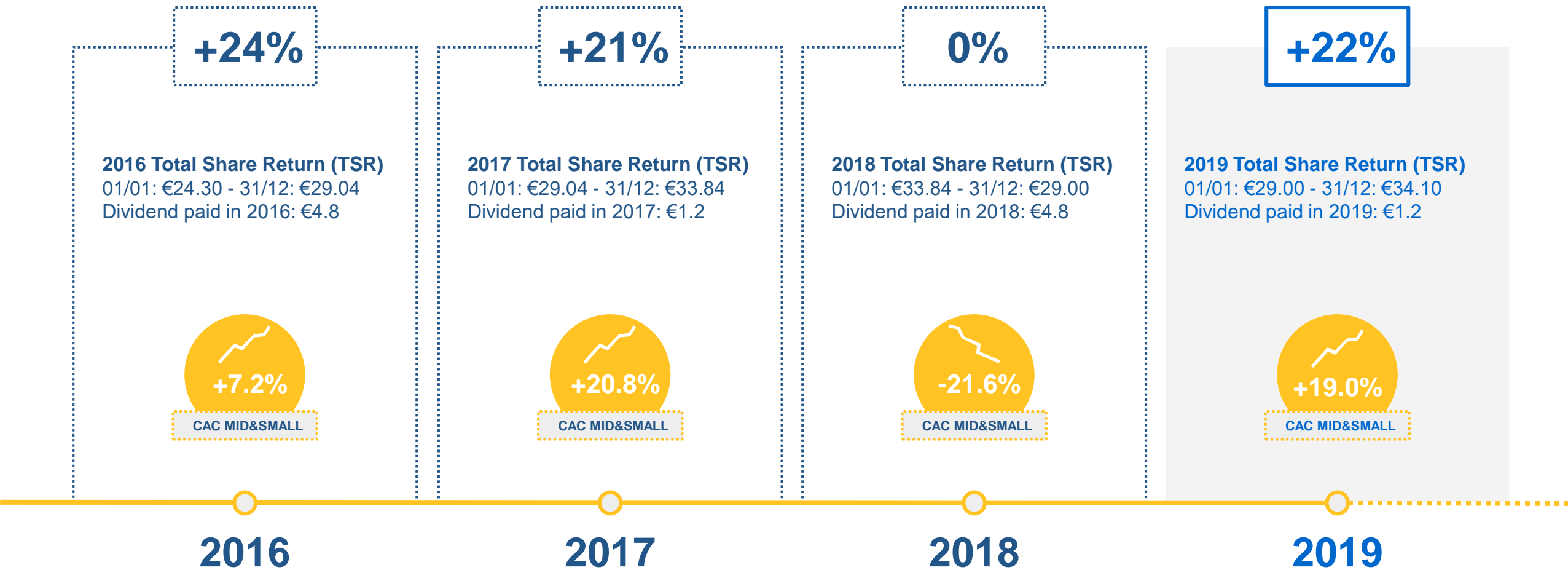
The **first client** represents **3.8%** of the **2019** Consolidated Revenue



(i) 2,028 full time equivalent (FTE) staff (NDBS included)

804 freelancers (502 FTE)

2019 Dividends | €1.2 + €0.6





Balance Sheet

Balance Sheet | Goodwill Analysis

	31 December 2018 Restated	31 December 2018 Published	31 December 2019
<i>(in thousands of €)</i>			
ASSETS			
NON-CURRENT ASSETS			
Goodwill	66,200	66,200	75,340
Other Intangible Assets	6,812	6,812	10,601
Property, plant & equipment	3,720	3,720	5,089
Assets related to the right of use			14,424
Investments in associates	865	865	50
Financial assets at fair value through other comprehensive income	649	649	1,099
Deferred tax assets	1,650	1,650	1,579
Other assets	2,528	2,528	2,448
TOTAL NON-CURRENT ASSETS	82,424	82,424	110,630
CURRENT ASSETS			
Trade and other receivables	33,496	33,496	37,130
Work in progress	23,655	23,655	28,774
Current tax assets	2,500	2,500	946
Other assets	7,770	7,770	5,571
Cash and cash equivalents	112,929	112,929	71,657
Prepaid expenses	5,341	5,341	2,407
TOTAL CURRENT ASSETS	185,691	185,691	146,485
TOTAL ASSETS	268,115	268,115	257,115

- Increase in goodwill of €9.1 m (75.3 - 66.2) due to the following changes:

- Acquisition of Magique Galileo €3.7 m
- Acquisition of DataCo €2.1 m
- Acquisition Greek minority holding €1.1 m
- Exchange rate differences €2.2 m (*)

(*) mainly due to GBP (€1.3 m) & CHF (€0.9 m)

Balance Sheet | Non-Current Assets

	31 December 2018 Restated	31 December 2018 Published	31 December 2019
<i>(in thousands of €)</i>			
ASSETS			
NON-CURRENT ASSETS			
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TOTAL CURRENT ASSETS	185,691	185,691	146,485
TOTAL ASSETS	268,115	268,115	257,115

- Increase in capitalized R&D: **+€2.7 m**
- Allocation of part of the goodwill on the acquisition of Magique Galileo: **+€1.1 m**

Balance Sheet | Current Assets

	31 December 2018 Restated	31 December 2018 Published	31 December 2019
<i>(in thousands of €)</i>			
ASSETS			
NON-CURRENT ASSETS			
Goodwill	66,200	66,200	75,340
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Prepaid expenses	5,341	5,341	2,407
TOTAL CURRENT ASSETS	185,691	185,691	146,485
TOTAL ASSETS	268,115	268,115	257,115

- Increase of **€1.4m** in tangible fixed assets, mainly due to the fixtures and fittings in the new rented buildings.

Balance Sheet | Right of Use Assets

	31 December 2018 Restated	31 December 2018 Published	31 December 2019
<i>(in thousands of €)</i>			
ASSETS			
NON-CURRENT ASSETS			
Goodwill	66,200	66,200	75,340
Other Intangible Assets	6,812	6,812	10,601
Property, plant & equipment	3,720	3,720	5,089
Assets related to the right of use			14,424
Investments in associates	865	865	50
Financial assets at fair value through other comprehensive income	649	649	1,099
Deferred tax assets	1,650	1,650	1,579
Other assets	2,528	2,528	2,448
TOTAL NON-CURRENT ASSETS	82,424	82,424	110,630
CURRENT ASSETS			
Trade and other receivables	33,496	33,496	37,130
Work in progress	23,655	23,655	28,774
Current tax assets	2,500	2,500	946
Other assets	7,770	7,770	5,571
Cash and cash equivalents	112,929	112,929	71,657
Prepaid expenses	5,341	5,341	2,407
TOTAL CURRENT ASSETS	185,691	185,691	146,485
TOTAL ASSETS	268,115	268,115	257,115

- $17.1 - 2.7 = \text{€}14.4 \text{ m}$

These assets correspond to the sum of the rents of the buildings occupied by Sword until the end of each lease after deduction of provisions for empty premises.

Balance Sheet | Lease Obligations

	31 December 2018 Restated	31 December 2018 Published	31 December 2019
<i>(In thousands of €)</i>			
EQUITY AND LIABILITIES			
EQUITY			
Share capital	9,545	9,545	9,545
Share premiums	70,676	70,676	70,676
Reserves	1,563	1,563	4,831
Retained earnings	63,138	66,990	61,950
TOTAL EQUITY – GROUP SHARE	144,922	148,774	147,002
Non-controlling interests (minority interests)	2,446	103	3,006
TOTAL EQUITY	147,368	148,877	150,008
NON-CURRENT LIABILITIES			
Lease obligations			13,006
Financial debt	20,087	20,087	0
Provisions for retirement benefits	1,079	1,079	1,534
Other provisions	3,022	3,022	392
Deferred tax liabilities	1,235	1,235	1,302
Other liabilities	13,075	11,944	8,229
TOTAL NON-CURRENT LIABILITIES	38,498	37,367	24,463
CURRENT LIABILITIES			
Financial debt			4,080
Other financial debts	6,349	6,349	878
Other provisions	2,821	2,821	1,247
Trade and other payables	18,028	18,028	18,401
Current tax liabilities	520	520	2,310
Other liabilities	26,953	26,575	29,254
Prepaid services	27,578	27,578	26,474
TOTAL CURRENT LIABILITIES	82,249	81,871	82,644
TOTAL LIABILITIES	120,747	119,238	107,107
TOTAL EQUITY AND LIABILITIES	268,115	268,115	257,115

- Non-current lease obligations: **€13.0 m**
 - France: €5.3 m
 - UK: €4.5 m
 - BeLux: €2.0m
 - Other: €1.2 m

These liabilities correspond to the sum of rents for the buildings we occupy from 01/01/2021 until the end of each lease.

- Current lease obligations: **€4.1 m**

These liabilities correspond to the sum of the rents of the buildings we occupy for the year 2020 only.



PnL & Cash Flow Statement

Consolidated Income | Extract

(in €'000)	31 DECEMBER 2018	31 DECEMBER 2019
REVENUE	171,412	213,182
EARNINGS BEFORE INTEREST, TAXES, DEPRECIATION AND AMORTISATION, EXCLUDING NON-RECURRING ELEMENTS (EBITDA)	20,145	28,624
EBITDA in %	11.8%	13.4%
EARNINGS BEFORE INTEREST AND EXCLUDING NON-RECURRING ELEMENTS (EBIT)	15,546	20,469
EBIT in %	9.1%	9.6%
OPERATING PROFIT (OP)	86,067	19,048
OP in %	50.2%	8.9%
PROFIT FOR THE PERIOD FROM CONTINUING OPERATIONS	81,857 ⁽ⁱ⁾	13,549
PROFIT FOR THE YEAR	86,405	13,549

⁽ⁱ⁾ Disposal of Apak on October, 18th

Cash Flow | Extract

(in €'000)	31 DECEMBER 2018	31 DECEMBER 2019
NET CASH FLOWS FROM OPERATING ACTIVITIES	14,171	21,768
NET CASH FLOWS (ALLOCATED TO) / FROM INVESTMENT ACTIVITIES	119,088	(11,494)
NET CASH FLOWS ALLOCATED TO FINANCING ACTIVITIES	(59,088)	(52,230)
Net change in cash and cash equivalents	74,171	(41,956)
CASH AND CASH EQUIVALENTS AT THE CLOSE OF THE PERIOD	112,080	71,045

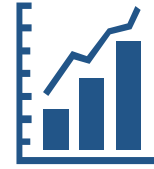


2020 Figures



2020 budgeted
EBITDA margin

13%



2020 budgeted
organic growth

12%

FOLLOW SWORD



sword-group.com



@Sword_Group



Sword Group



@SwordGroup



Sword Group

A faded, light blue background image of the Chicago skyline, featuring prominent skyscrapers like the Willis Tower. The word "Appendices" is centered in a bold, dark blue font, with a short orange horizontal line positioned directly beneath it.

Appendices

Competition | IT Services



CRM



NLP



CS



ML



GIS



SEARCH
PORTAL

THE SPECIALISTS

AVANADE
KEYRUS
MASAO

JOUE
LOGILAB
SMILE

AEROW
AMEXIO
GDOC
SMILE
SOLAN

SUBSTANCIAL
START-UPS & IT
SERVICES
COMPANIES

1SPATIAL
ARX IT
ESRI PS
GRAPH LAND
MAGELLUM

EXAKIS
GPARTNER
JOUE
SMILE

THE GENERALISTS

ACCENTURE, ARHS, ATOS, BULL, CAP GEMINI, CGI, ELCA, EUROPEAN DYNAMICS,
EVERIS, FUJITSU, IBM, INTRASOFT, ORANGE, SERCO, SOPRA, SQLI, UNISYS, WIPRO



GRC



IP

THE SPECIALISTS

ACUMEN RISK
BWISE
RESOLVER
RISK DECISIONS
XACTIUM

EUROPEAN DYNAMICS
JOUVE
Local IT Companies
COMPUMARK
(TRADEMARK VISION)

THE GENERALISTS

CURA, DNV EASY RISK, IBM OPENPAGES, METRICSTREAM, PROTIVITI,
RSA ARCHER, SAP, SCHLEUPEN AG, WOLTERS KLUWER