



# ***SWORD***

*UPGRADE YOUR BUSINESS*

**FY2020  
PRESENTATION**

# Summary

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# Organisation

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# Organisation | Management Team

## CEO



**Dave Bruce**



**Dieter Rogiers**



**Nick Scully**



**Jacques Mottard**



**Phil Norgate**  
M&A Advisor



UK



TEXAS



BELUX



GREECE



RISK



COMPLIANCE



MIDDLE EAST  
&  
INDIA



SWITZER-  
LAND

## COO



**Kevin Moreton**



**Craig Swinburn**



**Michel Bonvoisin**



**Gregory Carayannis**



**Keith Ricketts**



**Matt Sharpe**



**Nasser Hammoud**



**Guillaume Mottard**



**Olivier Perrotey**

## CFO



**Frédéric Goose**  
Group CFO



**Laurence Blanc**  
Consolidation



**Sylvain Dal Vecchio**  
BeLux & Greece



**Yannick Corberes**  
Group Controller



**Becky Marsland**  
Software



**Olga Slamenkaite**  
UK Services



**Patrick Zbinden**  
Switzerland & ME

# Group's Offer

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# Group's Offer | Software & IT Services

## SERVICES

Creating Value through technology & improvement



Application Development



Data & Analytics



Content Services



AI & Automation



Infrastructure & Modern Workplace



Enterprise Service Management



Communication & Collaboration



Managed Cloud Services

## DIGITAL PERFORMANCE

Skills & expertise, to accelerate your digital transformation.



## SOFTWARE

Adding Value through innovative software solutions



VENUE



GRC

## DATA OPTIMISATION

Making Data Work Smarter



Health



Luxury Industry



Aerospace & Defence



Sport



Energy



Finance



Transportation



Government



International Orgs



Construction

# BP 2021-2024

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# Why a 2021-2024 BP?

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# Why a 2021-2024 BP?

- The Group's situation makes it possible to take this risk
- The boosters are a form of security in relation to the commitments made
- Identical commitment from each person vis-à-vis Sword, our clients and the market

# Key Figures

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# Key Figures

- Organic growth between 11% and 13% for 4 years
- These figures do not include boosters and acquisitions
- The EBITDA margin target is 13% throughout the period

# BP 2021-2024 | Figures

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# 2021-2024 BP | Figures

Revenue (€m)		2021	2022	2023	2024
SOFTWARE	GRC	18.6	20.8	23.3	26.1
SERVICES	BELUX GREECE	56.1	62.8	72.4	81.8
	SWITZERLAND CANADA	35.4	39.6	44.4	49.7
	UK US (Texas)	69.5	79.0	85.8	93.2
	OTHERS <sup>(i)</sup>	11.7	12.9	14.2	16.6
TOTAL		191.3	215.1	240.1	267.4

<sup>(i)</sup> Middle-East / India / NYC

# Boosters

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# Boosters

- c.€13m invested in R&D in 2021 and 2022 to complete the GRC offer
- Creation of a new “product” offer with Sword Venue
- Development of “services” activities in North America
- Restart of TIPIK with its digital offer targeting communication activities
- Acquisitions

# Group's Offer by division

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## HIGHLIGHTS



**4 Offices:**

Kuala Lumpur, London, Melbourne, Washington



**#1 in Project Risk Management** Worldwide

## 2021 TRENDS



**€18.0m<sup>+</sup>**

Revenue



**+13.0%**

Organic Growth at constant  
perimeter and constant exchange  
rates



**25.0%**

EBITDA Margin

# GOVERNANCE RISK & COMPLIANCE



## Global

**#1 in Project Risk  
Management**  
Worldwide

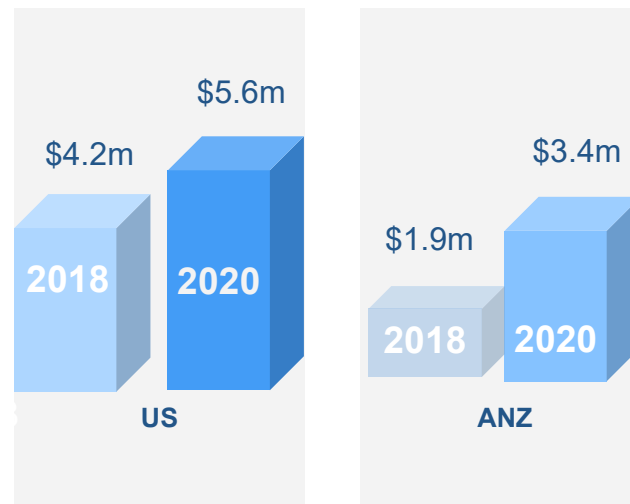
## 2020

A resilient business  
maintaining profitability  
& strongly placed for  
future growth

## Highlights:

- EBITDA performance
- Still winning new customer every 12 days
- New version of ARM released
- Strength of Defence Sector
- Customer retention (95%+)
- ANZ and US

## Revenue US & ANZ



Europe remains engine  
supported by strong  
organic growth across US  
& ANZ



## Current status

- Stable, resilient business
- Market leading product in capital projects (ARM)
- Dominant position A&D and Transportation
- Global multinational blue chip clients
- Strong client retention rates
- Strong profitability (25% EBITDA margin)

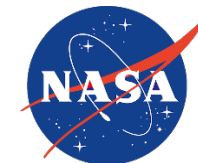
## Improvement

- Extensive R&D Initiative leading to:
  - Expansion into Enterprise Risk Management
  - New offering in Health & Safety market
  - Further inroads into capital project arena
  - Strengthening of Financial Services solution

## 2025 objective

- Maintain and extend capital projects leadership
- Gain market share in Financial Services, leading to:
  - Strong growth, & doubling of revenue over five years (£15m end of 2020 to £32m in 2025)
  - Targeted EBITDA margin of 30% by 2025

Deliver significant profitable revenue growth across Europe, US & ANZ whilst pushing further into Asia & South America.





# HIGHLIGHTS



## 7 Offices:

Aberdeen, Edinburgh, Glasgow, Houston, London, Perth, Staines



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

## 2021 TRENDS



**€69.0m<sup>+</sup>**

Revenue



**+13.0%<sup>+</sup>**

Organic Growth at constant perimeter and constant exchange rates



**14.0%**

EBITDA Margin

# UK

A large offshore oil and gas platform, painted in yellow and blue, stands in the deep blue sea under a clear blue sky. The platform features a tall derrick with a crane, various pipes, and structural steel. A long walkway extends from the main platform towards the right. The water is calm with some small waves.

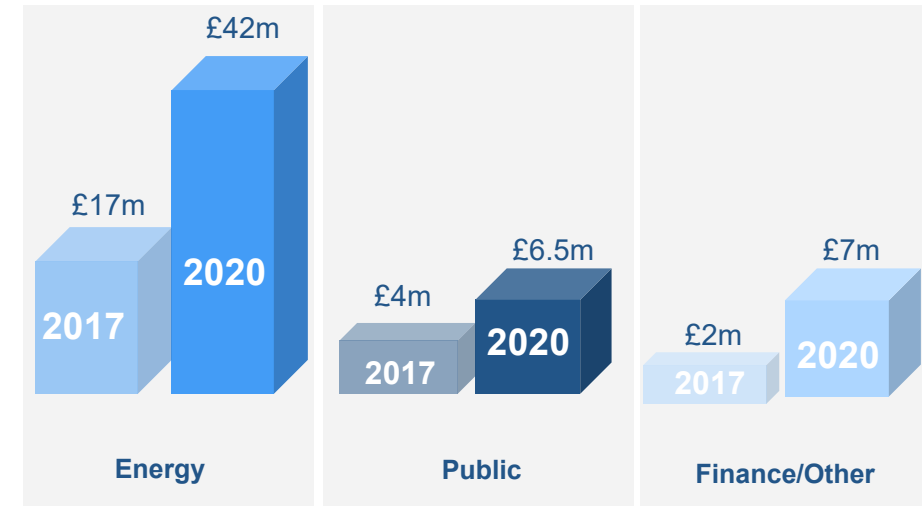


**#1** in the **Oil & Gas Sector** in Scotland

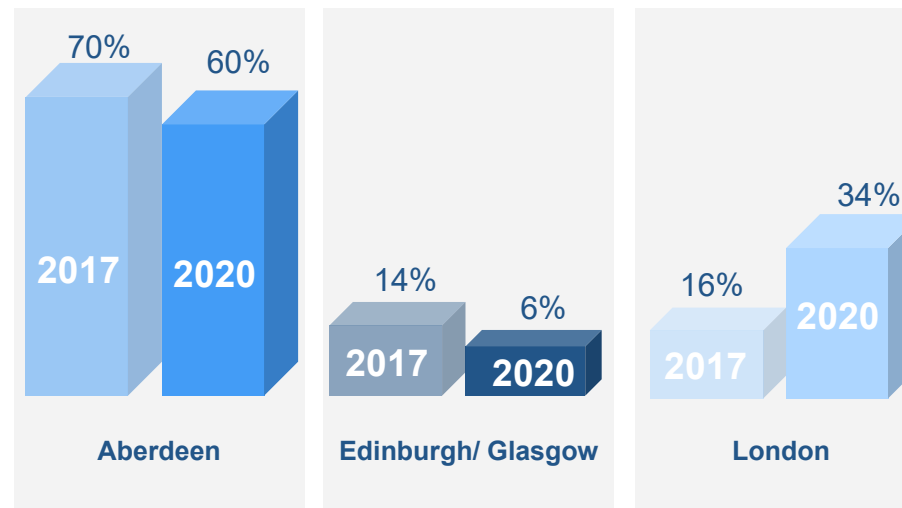
## Platform

We've created a strong platform for growth

## Revenue by Sector



## Revenue by Location



## Diversification

Strong organic growth across multiple sectors, focusing on London growth



## Current status

- A strong business
- Team capable of delivering double digit growth
- Blue chip clients
- Leading company on the Oil & Gas market

## Improvement

- Greater sector focus
- Reduce dependency on energy
- Increase sales in public & finance
- Acquire in public & finance sectors
- Support energy transition to renewables

## 2025 objective

- Focused in three sectors (Government, Energy, Finance)
- Annuity, IP and International revenues
- €120m revenue in 2025 (from €60m in 2020)

Deliver revenues across all sectors whilst reducing overall dependency on energy



CHRYSAOR





## HIGHLIGHTS



**4 Offices:**  
Athens, Barcelona, Brussels, Luxembourg



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

## 2021 TRENDS



**€56.0m<sup>+</sup>**  
Revenue



**+12.0%<sup>+</sup>**  
Organic Growth at constant perimeter and constant exchange rates



**9.0%**  
EBITDA Margin

# BELUX-GREECE



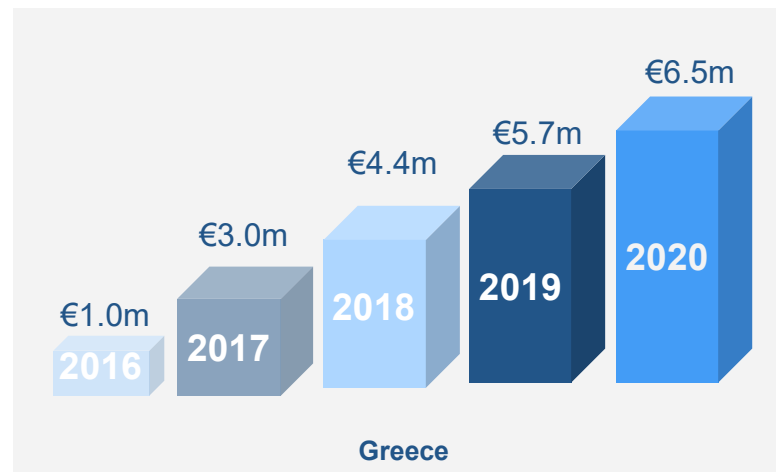
## BeLux-Greece

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

### Highlights

- New signed contracts in 2020 > €120m
- Important backlog of > €230m
- New offers with overall value of > €350m
- Acquisition of Lemonade Software Development
- Sword Greece: growth engine

### Revenue in Greece



### Expanding Business

Strong organic growth across  
multiple activity domains,  
capitalising the opportunities  
and budget increase of many  
non BeLux-Greece based  
European Agencies &  
Institutions





## Current status

- Top 7 player at the European Institutions
- Very high winning rate of > 75 %
- Strong nearshore delivery capacity
- Yearly Organic growth of > 15 % since 2015
- Strong recurrent revenues of > 90 %
- Important backlog of > 200 Million Euro

## Improvement

- Startup and Initiation of newly signed Framework Contracts
- Accelerate growth path while securing existing business
- Focus on profitability
- Enlarge customer basis
- Leverage the nearshore business model on TIPIK

## 2025 objective

- Top 3 player at the European Institutions
- €100m revenue in 2025 (from €50m in 2020)
- EBITDA margin: 9%+ in 2025
- Backlog of > 350 Million Euro

Focus on Strong and continuous organic growth across multiple activity domains, capitalising the opportunities and budget increase of many non BeLux-Greece based European Agencies & Institutions

## HIGHLIGHTS



**5 Offices:**  
Freiburg, Geneva, Lausanne, Montreal, Nyon



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

**Top 5** in IT outsourcing companies in CH landscape

## 2021 TRENDS



**€35.0m<sup>+</sup>**  
Revenue



**+18.0%<sup>+</sup>**  
Organic Growth at constant  
perimeter and constant exchange  
rates



**10.0%**  
EBITDA Margin

# SWITZERLAND



## Switzerland

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

**Top 5** in IT outsourcing  
companies in CH  
landscape

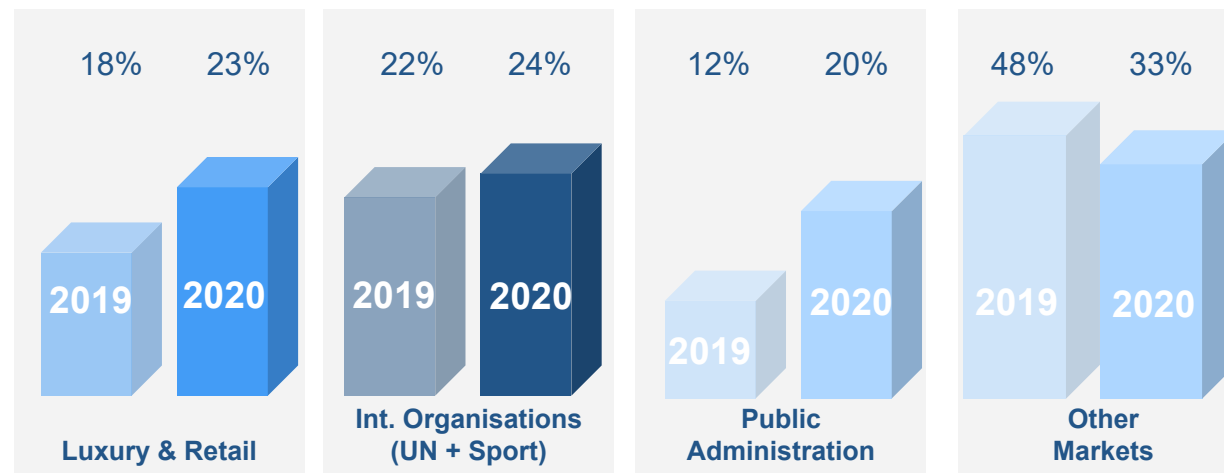
## Fundamentals

Within global context,  
Swiss economy remains robust,  
with strong fundamentals and  
pragmatic support from Federal State.  
#1 place worldwide for Innovation

## Highlights

- Solid organic growth +9%
- Launch of *Sword Venue* product
- New “Long Term Agreements” signed within Public and Insurance sectors
- A leading actor in cloud transformation with major deals signed in the financial industry and Public Sector

## Revenue by sectors



Percentage of consolidated revenues by industry, Sword Switzerland

Sword Switzerland  
maintains strong presence  
in 3 key sectors: Luxury,  
International Organisations  
(UN + Sport) and Public  
Administration





## Current status

- Top 5 global IT outsourcing partner in French-speaking CH
- Established Long Term Agreements for 2020-2024
- Client portfolio incl. International Organisations and Institutions
- Strong recurring revenue (>60%)

## Improvement

- Organic growth inside UN agencies and Financial Services
- Build innovating service and product offering in Sport
- Develop nearshore based offerings

## 2025 objective

- Sword Venue to become the leading product in its market field
- Sword to become #1 in local governments (cantons)
- Top 3 global IT outsourcing partner in French-speaking CH
- €34m revenue in 2025 (from €20m in 2020)

*2025: Continuous growth leading Technological Transformation for International Organizations and Administrations*

### Top 3 Institutions



### Top 3 Int. Organizations



### Industry Sport & Events





## Current status

- Swiss reference in Microsoft Cloud technologies deployment
- 24/7 IT operations department
- Strong annual organic growth: c.20%

A highly spread turnover mitigating risk



## Improvement

- Recurring revenue up to 80% thanks MSP contracts
- Use Canada for 24/7 IT operations
- Set up Devops practice



## 2025 objective

- Acquisition of a small company
- Reach 9% EBITDA margin (from 6% in 2020)
- +50% backlog in term of months
- €22m Revenue in 2025 (from €9.3m in 2020)

## HIGHLIGHTS



**4 Offices:**  
Beirut, Chennai, Dubai, New-York



Near/Off-Shore services **Reach 5 Continents**

## 2021 TRENDS



**€11.0m<sup>+</sup>**  
Revenue



**2.0%**  
Organic Growth at constant  
perimeter and constant exchange  
rates



**16.0%<sup>+</sup>**  
EBITDA Margin

# OTHERS



## Global

Near/Off-Shore services  
**Reach 5 Continents**

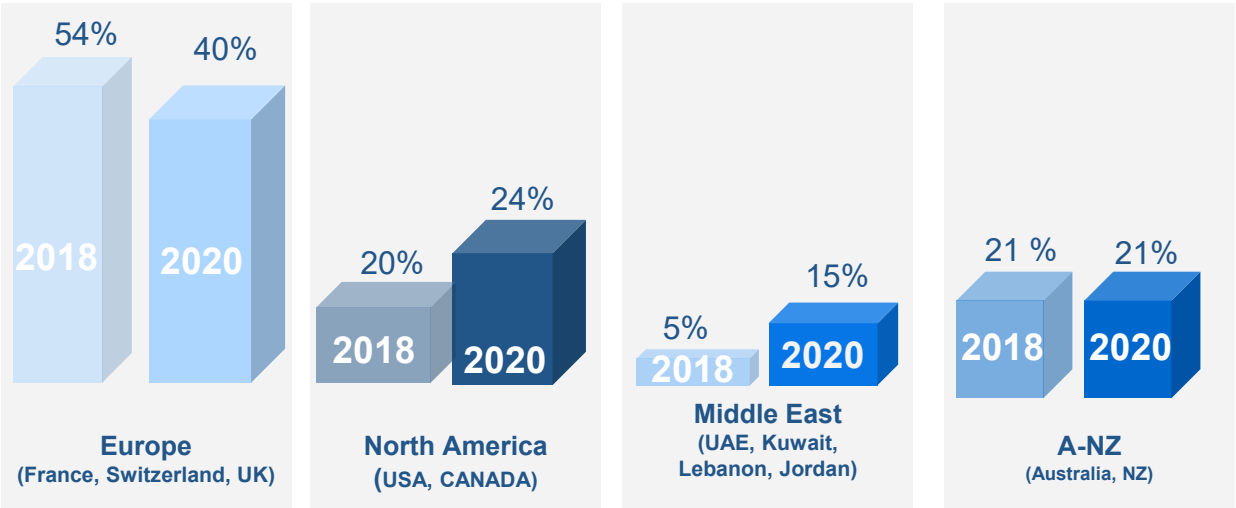
### 2020

A Robust business  
maintaining Growth &  
Profitability

### Highlights:

- Strong Profitability
- High Business resilience to the Pandemic (Customer retention = 100%)
- New Customers & Long term projects
- New Version of the Mobile & Internet Banking App
- Increase in backlog

### Revenue by Market Location





## Current status

- Customers over 5 continents
- Multinational blue chip clients
- Focused on growth & high profitability (20%+ EBITDA margin)
- Strong recurring revenue (70%)

*2021+: Continue to develop multi-national prestigious Clients while focusing on Quality & Innovation*

## Improvement

- Reinforce our commercial presence in North America & UK
- Build capacity in new technologies (Cloud, AI, RPA, AR/VR)
- Add new features to our internal banking product (BEAM)
- Accelerate the growth in UAE by micro acquisitions
- Build Innovating offering for GCC Markets



## 2025 objective

- Multiple Long Term Agreements with International Organisations
- Higher market share in North America thanks to our offshore offerings
- Increase BEAM revenue
- €20m Revenue in 2025 (from €8.9m in 2020)
- Doubling the number of customers with recurring revenues



UNITED ARAB EMIRATES  
PRIME MINISTER OFFICE



# UK Services M&A

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# UK Services Journey | Acquisition Versus Organic Growth

£k	Sword UK Services Growth Analysis					
	Revenue	Growth	EBIT	Acquisition	Organic Growth	Total
FY2015	11,000	-	300   3%	-	-	-
FY2016	14,813	35%	304   2%	18%	17%	35%
FY2017	23,083	56%	1,080   5%	21%	21%	56%
FY2018	37,828	64%	3,216   9%	52%	52%	64%
FY2019	48,196	27%	4,192   9%	25%	25%	27%
FY2020	55,975	16%	6,967   12%	5%	5%	16%
FY2021	63,363	13%	7,773   12%	13%	13%	13%

- Average Organic Growth over last 5 years of 24%
- Average Growth Due To Acquisitions over last 5 years of 15.4%
- Focused on Organic Growth with acquisitions to supplement this journey

# UK Services Journey | Analysis of Key Acquisitions

Sword UK Services Analysis of Key Acquisitions				
£k	Date	LMA	Mint Tulip	Venture
Enterprise Value	Aug. 16	-100		
	Sept. 17		1,600	
	Oct. 17			2,678
<i>EBITDA multiple</i>		-	4.0	5.0
EBITDA FY2016		161	-	-
EBITDA FY2017		418	150	212
EBITDA FY2018		1,264	520	1,104
<i>New EBITDA multiple</i>		-	3.1	2.4
EBITDA FY2019		1,196	498	1,231
<i>New EBITDA multiple</i>		-	3.2	2.2
EBITDA FY2020		2,136	763	1,203
<i>New EBITDA multiple</i>			2.1	2.2
Total EBITDA		5,175	1,931	3,750
Pay Back in Months		0	36	28

## LMA

- Deep domain knowledge
- Market Consolidation
- Accretive

## Mint Tulip

- Vertical Market Diversication
- Geographic Expansion
- Complementary Service Offerings
- Accretive

## Venture

- Deep domain knowledge
- Market Consolidation
- Geographic Expansion
- Complementary Service Offerings
- Accretive

# UK Services Journey | Next Steps

£k	Business Plan 2021 to 2024 Plus Target				
	2021	2022	2023	2024	2025
Revenue as per Business Plan	69.5	79.0	85.8	93.2	-
<b>Actual 2025 Target</b>	<b>120.0</b>				
Growth	13%	14%	9%	9%	<b>29%</b>

## UK Services Business Plan

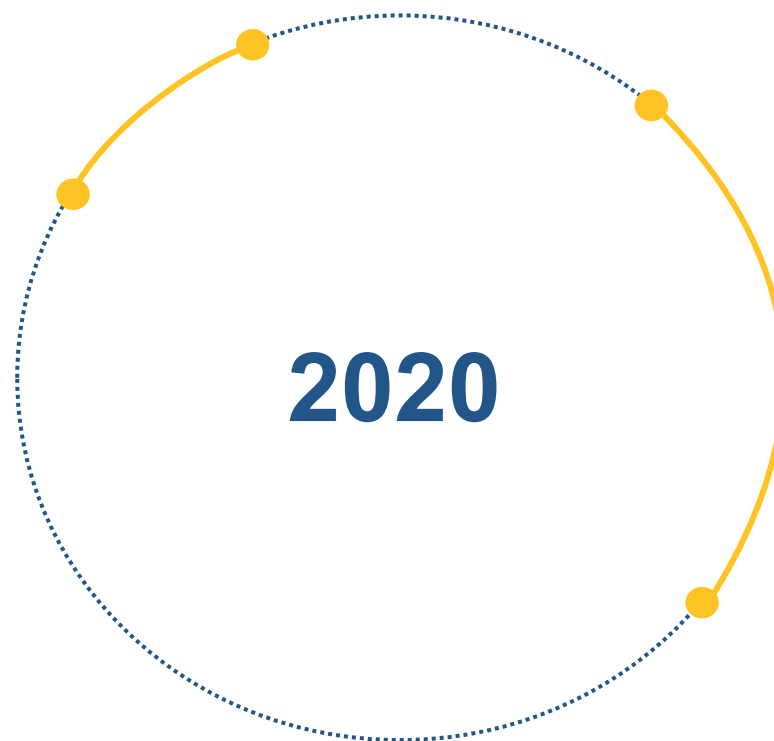
- Our Business Plan is eminently achievable
- The growth for FY2021 and FY2022 is higher as we have more visibility over the near term
- The growth for FY2023 and FY2024 is more prudent as we have less visibility
- Were we to apply the same growth rates as per FY2023 and FY2024 to FY2025 then we would arrive at €100m
- The delta is our acquisition target

# 2020 Figures

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## Figures | Consolidated Performance -1-

**13.9%**  
EBITDA Margin



**€212.5m**  
Consolidated  
Revenue

## Figures | Consolidated Performance -2-

€m <sup>(i)</sup>	2020 REVENUE	2020 EBITDA
Perimeter without France	169.2	23.7   14.0%
Sold Perimeter	43.3	5.8   13.4%
<b>TOTAL</b>	<b>212.5</b>	<b>29.5   13.9%</b>

(i) Adjusted figures

# Figures | 2020 Synthesis

€m (*)	FY2020			FY2019			Organic Growth France excluded
	Revenue	EBITDA %	EBITDA	Revenue	EBITDA %	EBITDA	
<b>Software</b>							
Governance Risk & Compliance	<b>16.4</b>	<b>25.3%</b>	<b>4.1</b>	<b>17.5</b>	<b>24.4%</b>	<b>4.3</b>	<b>-6.3%</b> (i)
BeLux	50.6	9.7%	4.9	45.3	9.4%	4.3	+11.7%
Switzerland	29.8	10.2%	3.0	28.0	12.3%	3.4	+6.4%
UK	61.0	15.6%	9.5	52.1	12.2%	6.4	+13.2% (ii)
Others	11.4	18.0%	2.1	10.7	14.3%	1.5	+6.5%
<b>IT Services</b>	<b>152.8</b>	<b>12.8%</b>	<b>19.5</b>	<b>136.1</b>	<b>11.5%</b>	<b>15.6</b>	<b>+12.3%</b>
<b>TOTAL</b>	<b>169.2</b>	<b>14.0%</b>	<b>23.7</b>	<b>153.6</b>	<b>12.9%</b>	<b>19.9</b>	<b>+9.2%</b>

(i) +2.8% in Q4

(ii) Note that the UK Services growth rate is impacted by the acquisition made by the UK

(\*) Percentages and amounts are calculated from figures in €k



## Figures | Breakdown

- Breakdown FY/Q4/Q3/H1 in 2020 for the pro forma perimeter (excluding France):

€m	FY	Q4	Q3	H1
Revenue	<b>169.2</b>	45.3	41.8	82.1
EBITDA	<b>23.7</b>	7.6	6.2	9.9
EBITDA Margin	<b>14.0%</b>	16.8%	14.7%	12.1%
Organic Growth	<b>+9.2%</b>	+13.0%	+12.8%	+6.4%

## Figures | Net Cash Position



31/12/2020 | former standard  
Net Cash Position: €105.8m

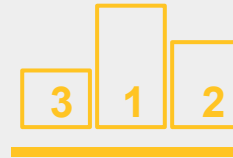


31/12/2020 | IFRS16 & earn out excluded  
Net Cash Position: €98.0m

	Number of Months	Compared to
Total	17.5	€230m
France	7.6	€60m
<b>Total post closing</b>	<b>26.4</b>	<b>€170m</b>

## Top 10 | Clients - France excluded

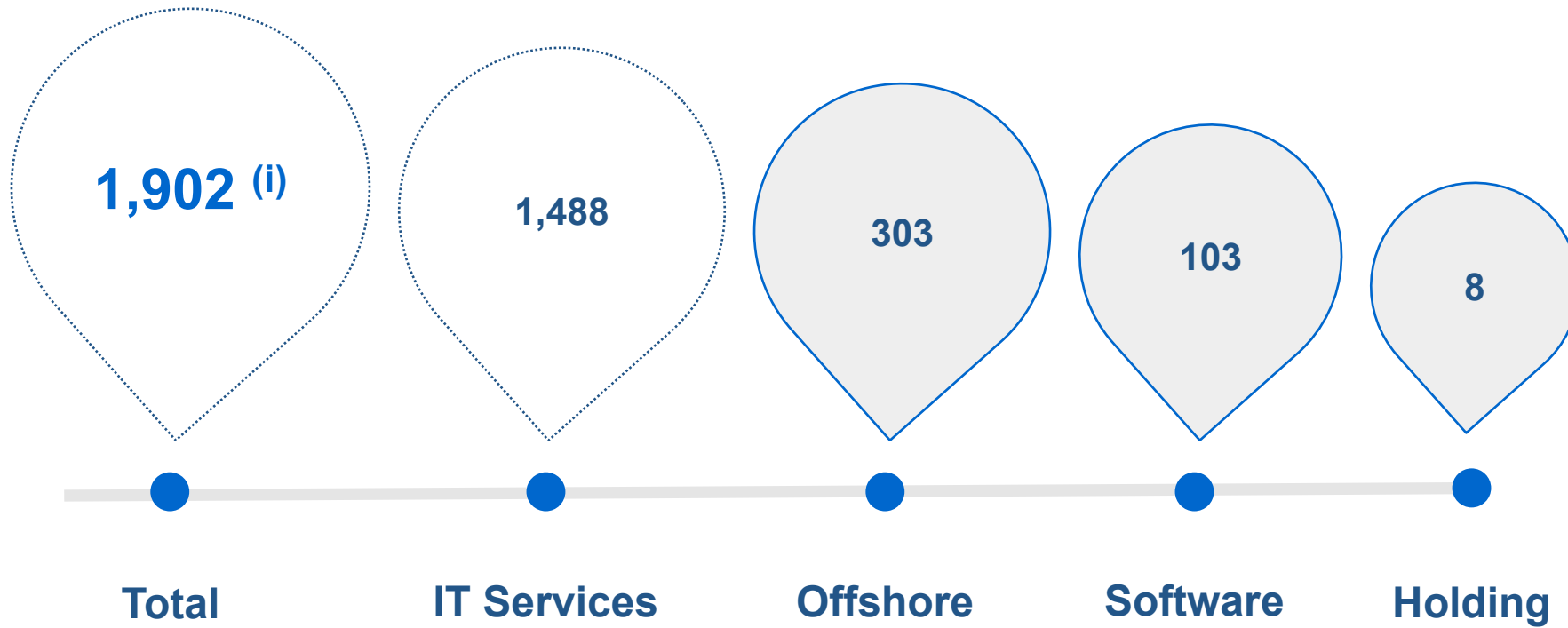
Company	Location
Admiral	UK
BP	UK   US
DG for Informatics	BeLux
DG Taxation and Customs Union	BeLux
DG Justice and Consumers	BeLux
European Parliament	BeLux
Richemont	Switzerland
Serica Energy	UK
State of Freiburg	Switzerland
Total	UK



The **first 10**  
**clients** represent  
**31.4%** of the **2020**  
Consolidated Revenue



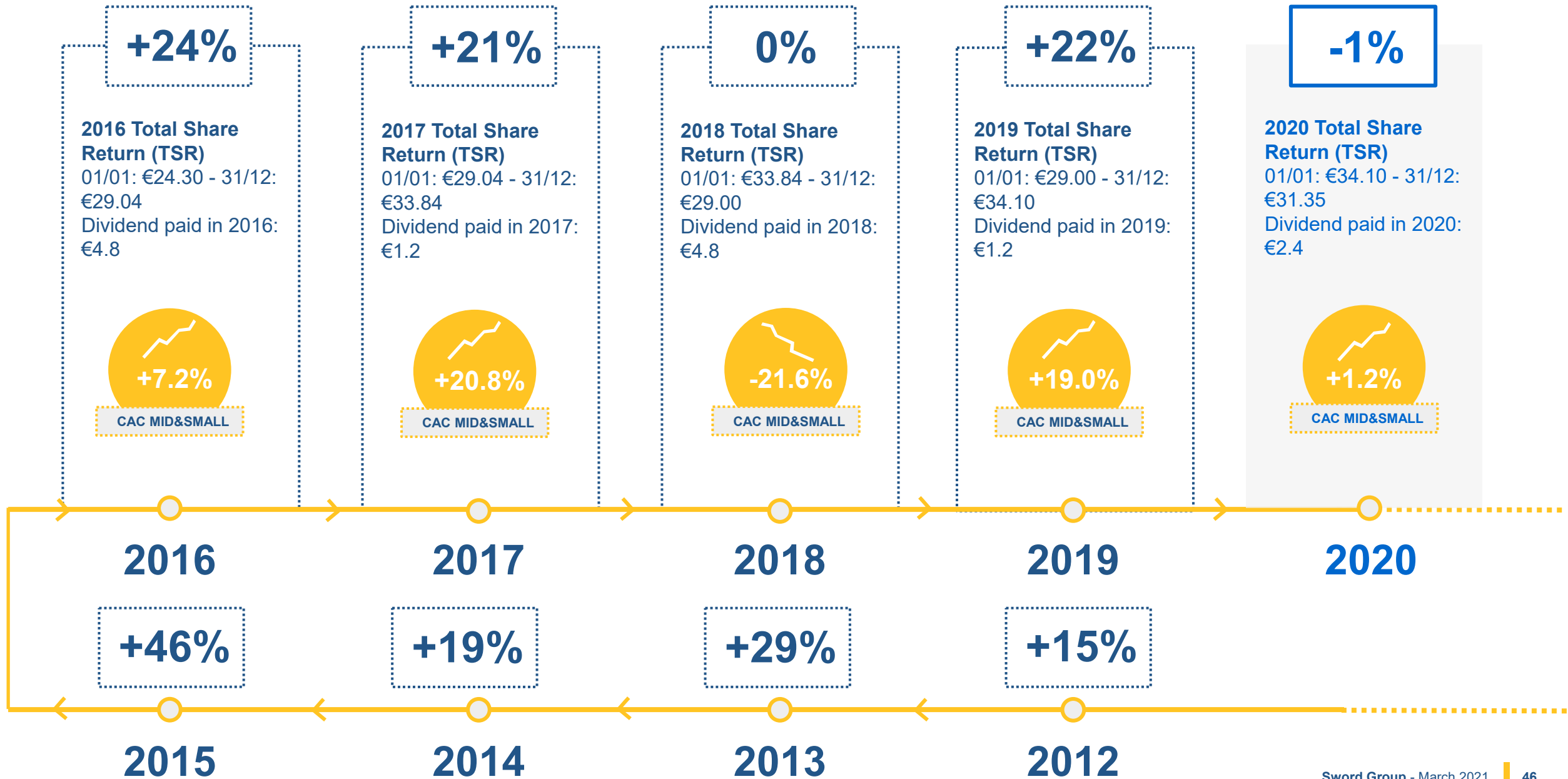
The **first client**  
represents **7.5%**  
of the **2020**  
Consolidated Revenue



(i) 1,838 full time equivalent (FTE) staff (NDBS included)

702 freelancers (438 FTE)

# 2020 Dividends | €2.4



# 2021 Budget

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# 2021 | Simplified Budget

€m	REVENUE	EBITDA MARGIN	EBITDA	ORGANIC GROWTH
SOFTWARE <sup>(i)</sup>				
GRC	18.6	25.0%	4.7	+13.4%
<b>SOFTWARE   TOTAL</b>	<b>18.6</b>	<b>25.0%</b>	<b>4.7</b>	<b>+13.4%</b>
IT SERVICES				
BELUX - GREECE	56.1	9.0%	5.0	+10.9%
SWITZERLAND - CANADA	35.4	10.2%	3.6	+18.8%
UK - US	69.5	14.3%	9.9	+13.9%
MIDDLE EAST - INDIA	11.7	16.7%	2.0	+2.6%
<b>IT SERVICES   TOTAL</b>	<b>172.7</b>	<b>11.9%</b>	<b>20.6</b>	<b>+13.0%</b>
<b>TOTAL</b>	<b>191.3</b>	<b>13.2%</b>	<b>25.2</b>	<b>+13.1%</b>

<sup>(i)</sup> The Revenue of Sword Venue is not included



# **2020 General Accounting**

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## 2020 | PnL with no impact of share deals

€m	2019	2020
<b>Revenue</b>	213.2	<b>212.5</b>
<b>Current EBITDA</b>	28.6   13.4%	<b>29.5   13.9%</b>
Current EBIT	20.7   9.7%	22.0   10.4%
Non Current Costs	1.4	(48.1)
Financial Costs	0.6	1.7
Corporate Tax	4.9	3.7
<b>Net Profit after corporate tax</b>	13.8	<b>64.7</b>

# Balance Sheet | Non-Current Assets

€k	31 December 2019	31 December 2020
<b>ASSETS</b>		
NON-CURRENT ASSETS		
Goodwill	73,354	52,053
Other intangible assets	12,769	10,759
Property, plant & equipment	5,089	1,748
Assets related to the right of use	14,424	6,154
Investments in associates	50	-
Financial assets at fair value through other comprehensive income	1,099	2,964
Deferred tax assets	1,579	362
Other assets	2,448	8,300
<b>TOTAL NON-CURRENT ASSETS</b>	<b>110,812</b>	<b>82,340</b>

- Decrease in goodwill due to the sale of France
- Increase in other assets: €7.4 due to the sale of France (earn out)

# Balance Sheet | Current Assets

€k	31 December 2019	31 December 2020
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Trade and other receivables	37,130	22,874
Work in progress	28,774	16,905
Current tax assets	946	515
Other assets	5,571	5,413
Cash and cash equivalents	71,657	105,842
Prepaid expenses	2,407	1,366
<b>TOTAL CURRENT ASSETS</b>	<b>146,485</b>	<b>152,915</b>
<b>TOTAL ASSETS</b>	<b>257,297</b>	<b>235,255</b>

- Decrease in trade and other receivables & work in progress: due to the sale of France

# Balance Sheet | Financial Debt

€k	31 December 2019	31 December 2020
<b>EQUITY AND LIABILITIES</b>		
<b>EQUITY</b>		
Share capital	9,545	9,545
Share premiums	70,676	70,676
Reserves	4,832	2,547
Retained earnings	61,904	51,382
<b>TOTAL EQUITY – GROUP SHARE</b>	<b>146,957</b>	<b>134,150</b>
Non-controlling interests (minority interests)	3,006	1,792
<b>TOTAL EQUITY</b>	<b>149,963</b>	<b>135,942</b>
<b>NON-CURRENT LIABILITIES</b>		
Lease obligations	13,006	5,324
Provisions for retirement benefits	1,534	235
Other provisions	392	25
Deferred tax liabilities	1,530	1,414
Other liabilities	8,228	48,436
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>24,690</b>	<b>55,434</b>
<b>CURRENT LIABILITIES</b>		
Lease obligations	4,080	2,528
Other financial debts	878	35
Other provisions	1,247	125
Trade and other payables	18,401	19,454
Current tax liabilities	2,310	899
Other liabilities	29,254	10,949
Prepaid services	26,474	9,889
<b>TOTAL CURRENT LIABILITIES</b>	<b>82,644</b>	<b>43,879</b>
<b>TOTAL LIABILITIES</b>	<b>107,334</b>	<b>99,313</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>257,297</b>	<b>235,255</b>

- Decrease in lease obligations (non-current & current): due to the sale of France
- Increase in other liabilities: €45.4m due to the Share Plan (Luxembourg Fund)
- Decrease in other liabilities due to the sale of France and the payments of minorities (€6m)
- Decrease in prepaid services: due to the sale of France

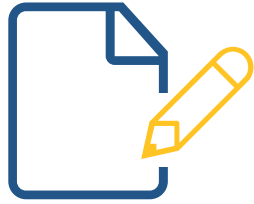
## Cash Flow | Extract

€m	31 DECEMBER 2019	31 DECEMBER 2020
NET CASH FLOWS FROM OPERATING ACTIVITIES	21.8	32.8
NET CASH FLOWS (ALLOCATED TO) / FROM INVESTMENT ACTIVITIES	(11.5)	53.1
NET CASH FLOWS ALLOCATED TO FINANCING ACTIVITIES	(52.2)	(50.3)
<b>Net change in cash and cash equivalents</b>	<b>(42.0)</b>	<b>35.6</b>
<b>CASH AND CASH EQUIVALENTS AT THE CLOSE OF THE PERIOD</b>	<b>71.0</b>	<b>105.8</b>

# AGENDA

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# Financial Calendar



## PUBLICATIONS

- **26/04/2021**  
2021 | Q1 Results
- **28/07/2021**  
2021 | Q2 Results
- **25/10/2021**  
2021 | Q3 Results
- **25/01/2022**  
2021 | Q4 Results
- **09/03/2022**  
2021 | FY Results



## MEETINGS

- **28/04/2021**  
Annual Shareholders Meeting | 2020
- **09/09/2021**  
SFAF Meeting | H12021 Results
- **10/03/2022**  
SFAF Meeting | FY2021 Results
- **28/04/2022**  
Annual Shareholders Meeting | 2021



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