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# Our pathway to sustainable, profitable growth

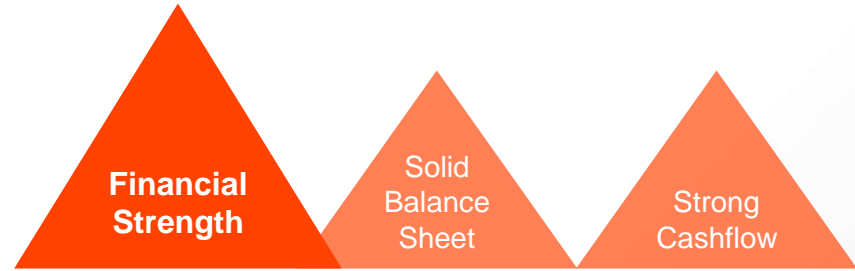


**H E L I X**

# THE RIGHT MOMENT TO ASSESS WHERE WE STAND



# WHAT WORKS

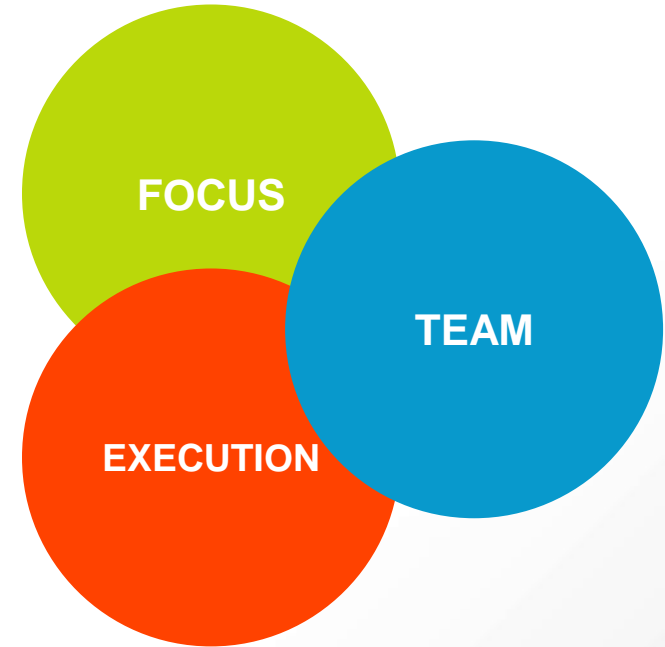


# WHAT WE MUST WORK ON



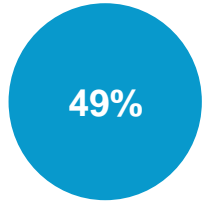
# HELIX: A MULTI-YEAR TRANSFORMATION

- Targeting sustainable, profitable growth
- Committing ~€50m in investment
- Committing to medium term milestones, metrics and pathway
- Three levers will enable our success:
  - **FOCUS**
    - Right products
    - Right markets
    - Right resources and capabilities
  - **EXECUTION**
    - Simpler, sharper, disciplined GTM
    - Improved operating model and accountability
    - Drive necessary shift to subscription
  - **TEAM**
    - Harnessing our talent
    - Expanding and empowering our ecosystem



**GENERATING  
SUSTAINABLE, PROFITABLE GROWTH**

# RE-IMAGINING INTEGRATION



” Of CIOs say their business model has changed or is changing

- Gartner CIO Survey 2019



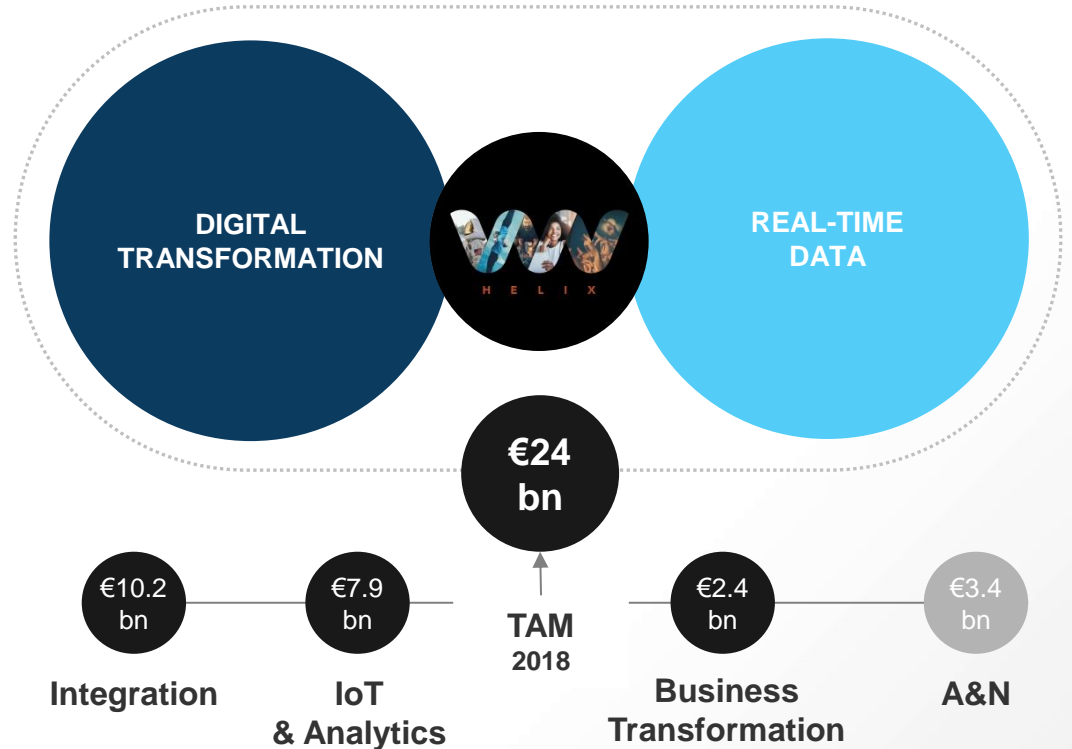
” Annual total potential economic impact of IoT by 2025

- McKinsey



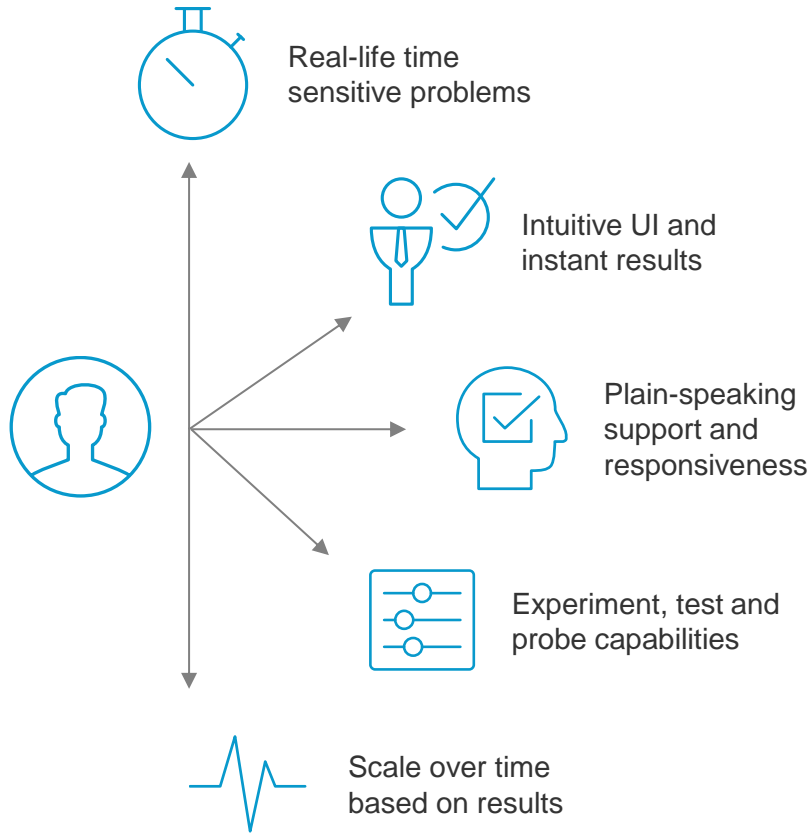
” The total digital transformation market in 2022

- IDC forecast





# EVOLVING SO THAT WE START WITH THE CUSTOMER



← Facilitate, not sell

← SaaS/Subscription 1st

← Value-based engagement

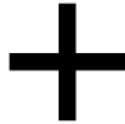
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# THREE LEVERS

## WE CAN CONTROL



**FOCUS**



**EXECUTION**



**TEAM**

# FOCUS

## SHAPING OUR OFFER AND ORGANISATION FOR SUCCESS



### MARKETS

#### PRIORITIZE INVESTMENT WHERE WE SEE:

- Growth > market
- Potential to take share
- Low barriers to success



### PRODUCTS

#### CLARIFY VALUE PROPOSITION BY:

- Realigning DBP portfolio:  
Integration, IoT, Business Transformation
- Focus on areas where there is clear market  
growth
- Refocus R&D spending where it matters most



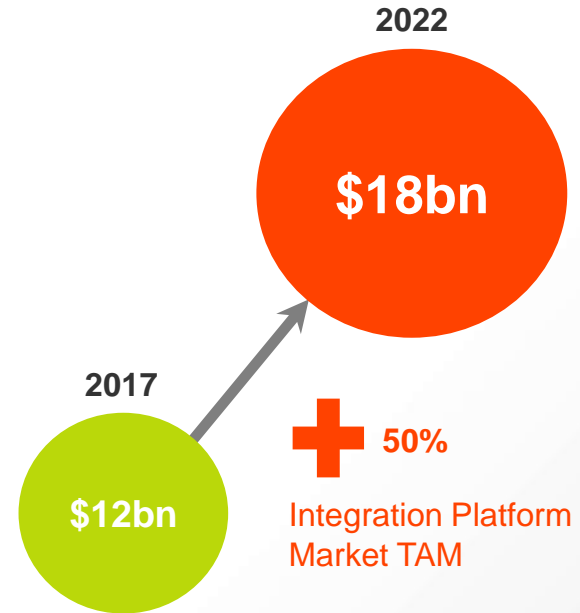
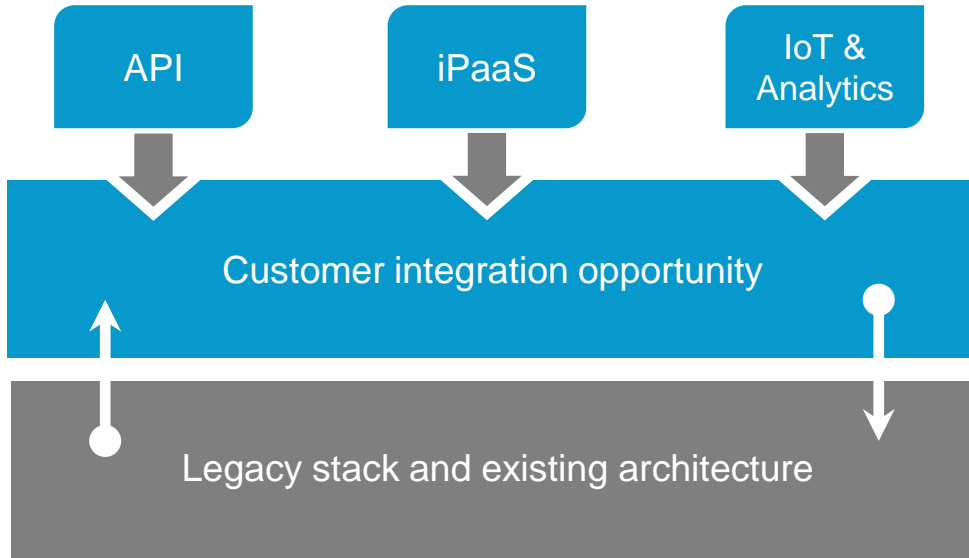
### CAPABILITY

#### LEVERAGE STRATEGIC M&A TO:

- Enter adjacent markets
- Bolster existing strengths
- Gain a technology edge

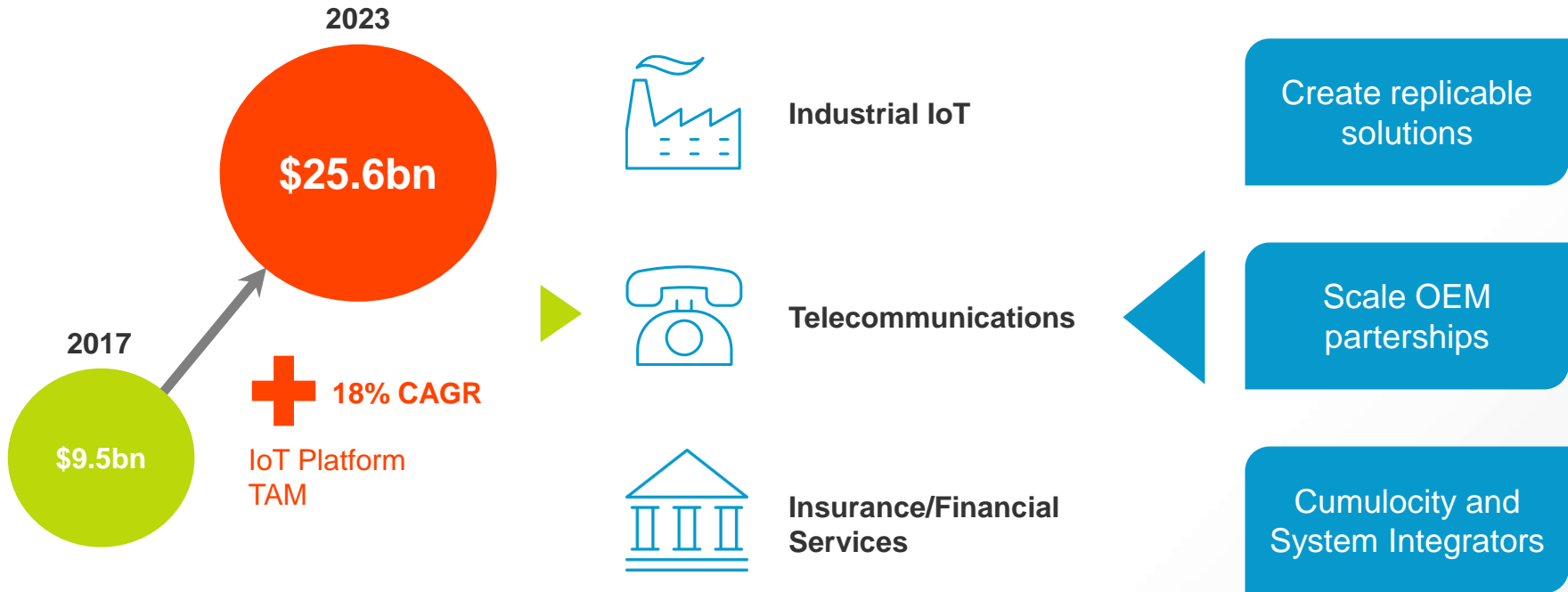
# FOCUS IN ACTION – INTEGRATION

- Integration: a big problem for enterprise
- It's only getting bigger
- A business-level, front-line problem



Source: Gartner

# FOCUS IN ACTION – IOT & ANALYTICS



Source: **McKinsey**

# EXECUTION – DELIVERY AS OUR WATCHWORD

## 1. New operating model

Drive accountability

Create right leadership group

Reward success appropriately

## 2. Refined go-to-market

Specialization

Geography

Sales coverage

## 3. Subscription sales

Capitalize on major industry trend

Respond to customer preferences

Capture economic upside

**sustainable, profitable growth over the medium term**

# TEAM

# EXPERIENCE & ENERGY



**Sanjay Brahmarwar**  
Chief Executive Officer



**Arnd Zinnhardt**  
Chief Financial Officer



**John Schweitzer**  
Chief Customer Officer



**Dr. Stefan Sigg**  
Chief Product Officer



**Paz Macdonald**  
Chief Marketing Officer



**Bernd Gross**  
Chief Technology Officer

# TEAM – NURTURING AN ECOSYSTEM TO SUPPORT OUR GROWTH



Partners



People

- **Launch comprehensive new program**
- **Embrace co-petition**
- **Grow partner revenue to substantial % of mix**
  
- **New employee value proposition**
- **Agile talent and performance framework**
- **Incentive structures to match**

Scalable

Durable

Profitable



# COMMITMENT. INVESTMENT. MEASUREMENT.



# HELIX: THE RIGHT PATHWAY

Unlock our greatest  
strengths

Convert a significant  
opportunity

Committed investment,  
strong team

**GENERATING  
SUSTAINABLE, PROFITABLE GROWTH**

 **software** <sup>AG</sup>