

# Capital Markets Day 2021

23 February 2021



# SAFE HARBOUR

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CAPITAL MARKETS DAY 2021

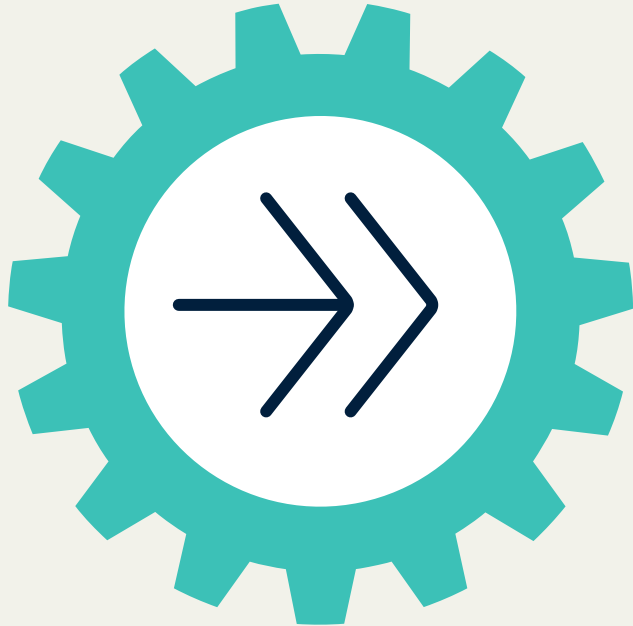
# 2021 Strategic Priorities

Sanjay Brahmawar  
Chief Executive Officer

# Transforming with purpose

Time to accelerate

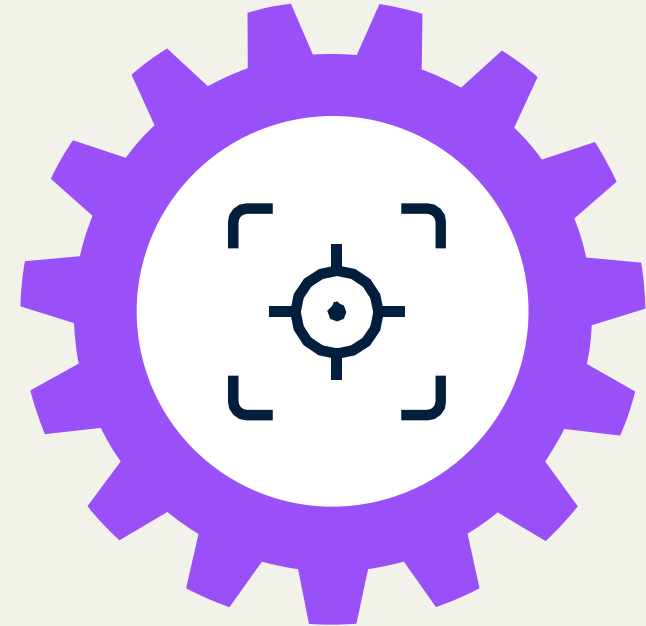
MOMENTUM



CONSISTENCY



CONVICTION



# Momentum behind us

A faster, fitter, more reliable Software AG

## Total Bookings

FY20



FY19



## Total Recurring Product Revenue

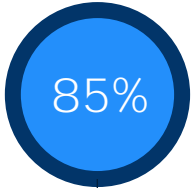
FY20



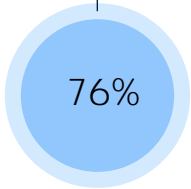
FY19



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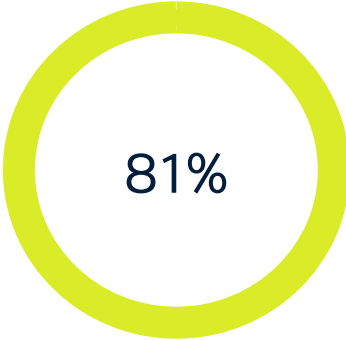


% TPR  
recurring

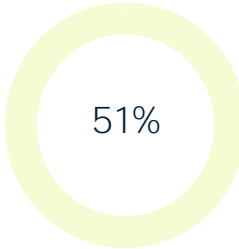


## Digital Business Subscription

FY20

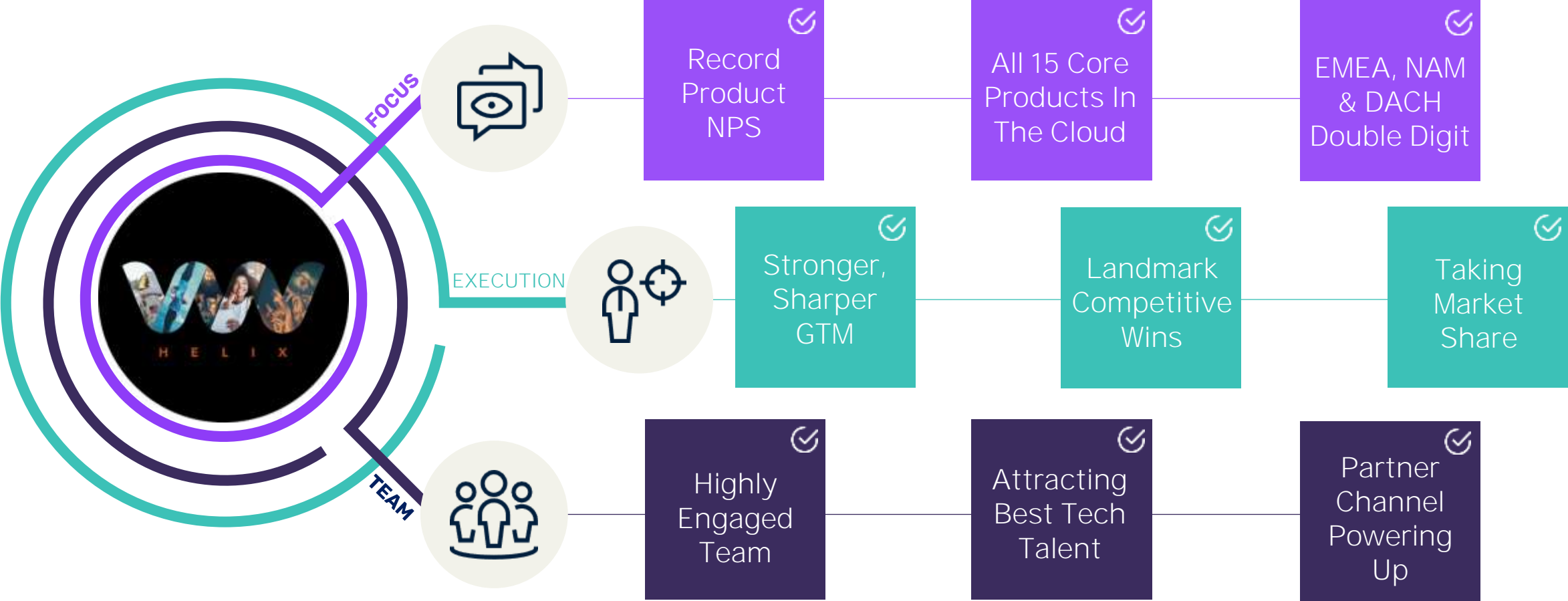


FY19



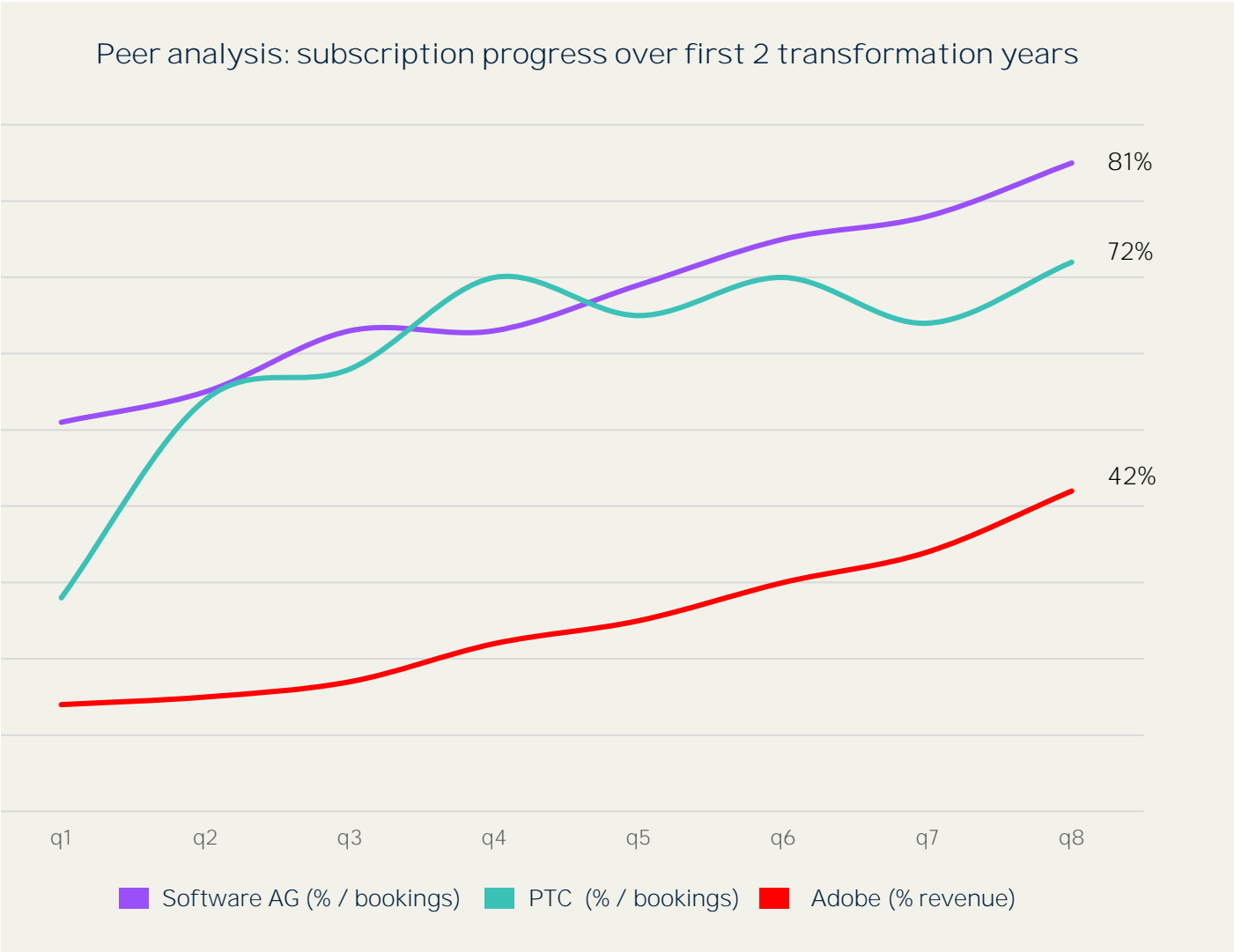
# Executing against plan

Commitments made. Commitments delivered.



# We have reached our tipping point

Ahead of plan on subscription



Subscription progress ahead of plan



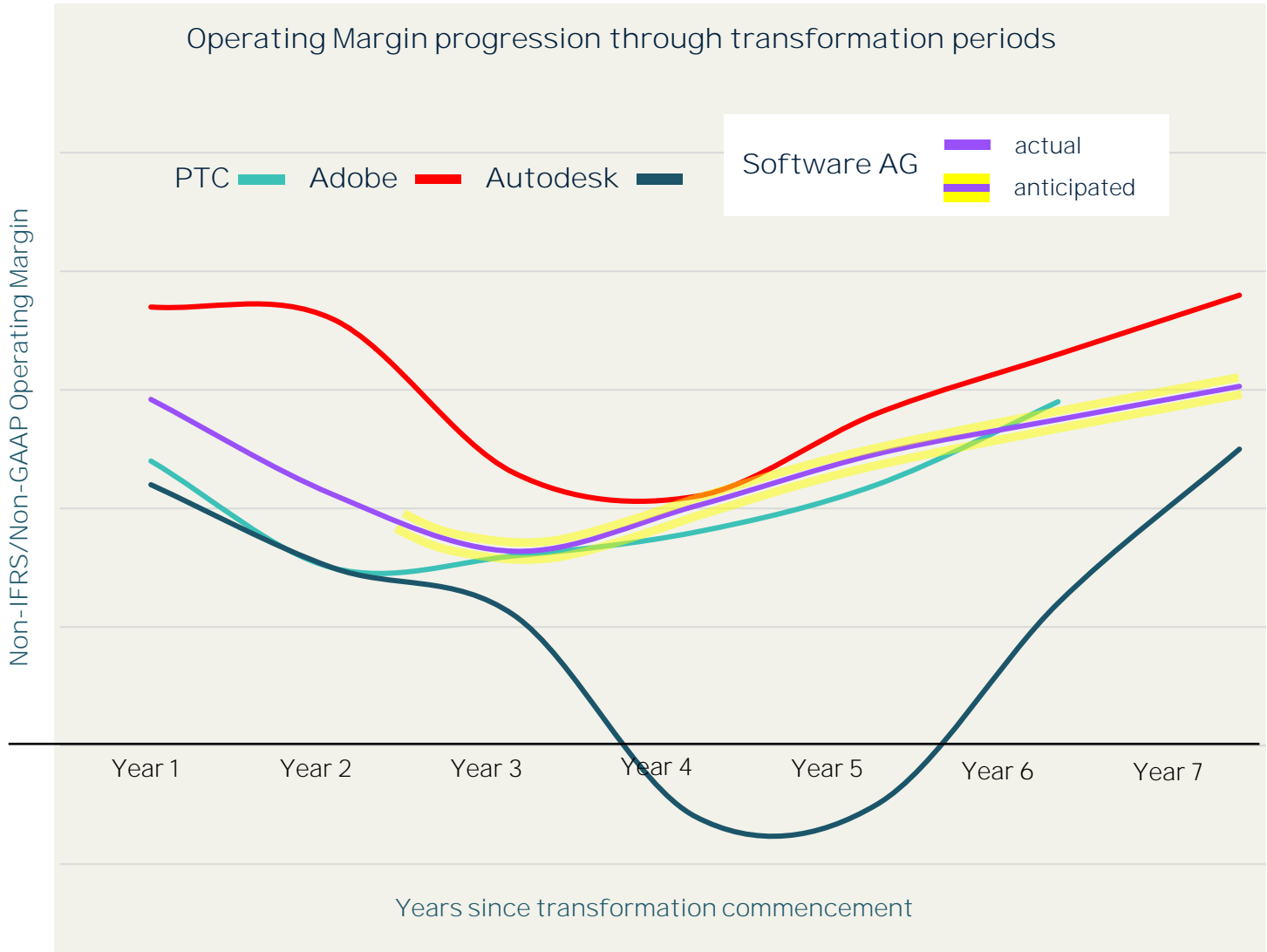
Stronger, nimbler, better positioned



Leaning in to a significant opportunity

# We have reached our tipping point

Following a well-trodden margin path



Subscription progress ahead of plan



Stronger, nimbler, better positioned



Leaning in to a significant opportunity



# The opportunity is ours

Leapfrogging a decade of digital transformation in just a few weeks



\$13.5bn

10% CAGR

Integration  
& API



\$9.8bn

26% CAGR

IoT  
& Analytics



\$4.9bn

10% CAGR

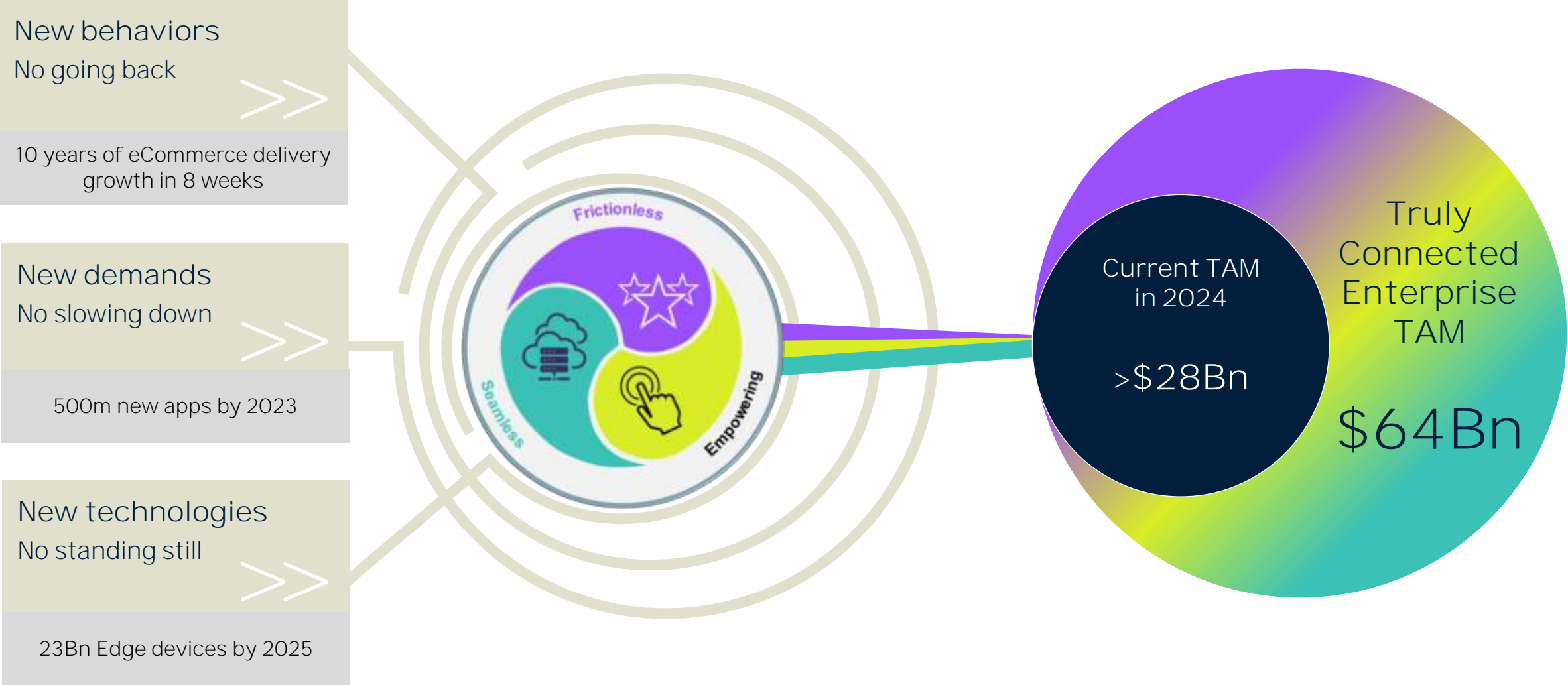
Business  
Transformation



OVERALL TARGET ADDRESSABLE MARKET OF >\$28bn IN 2024

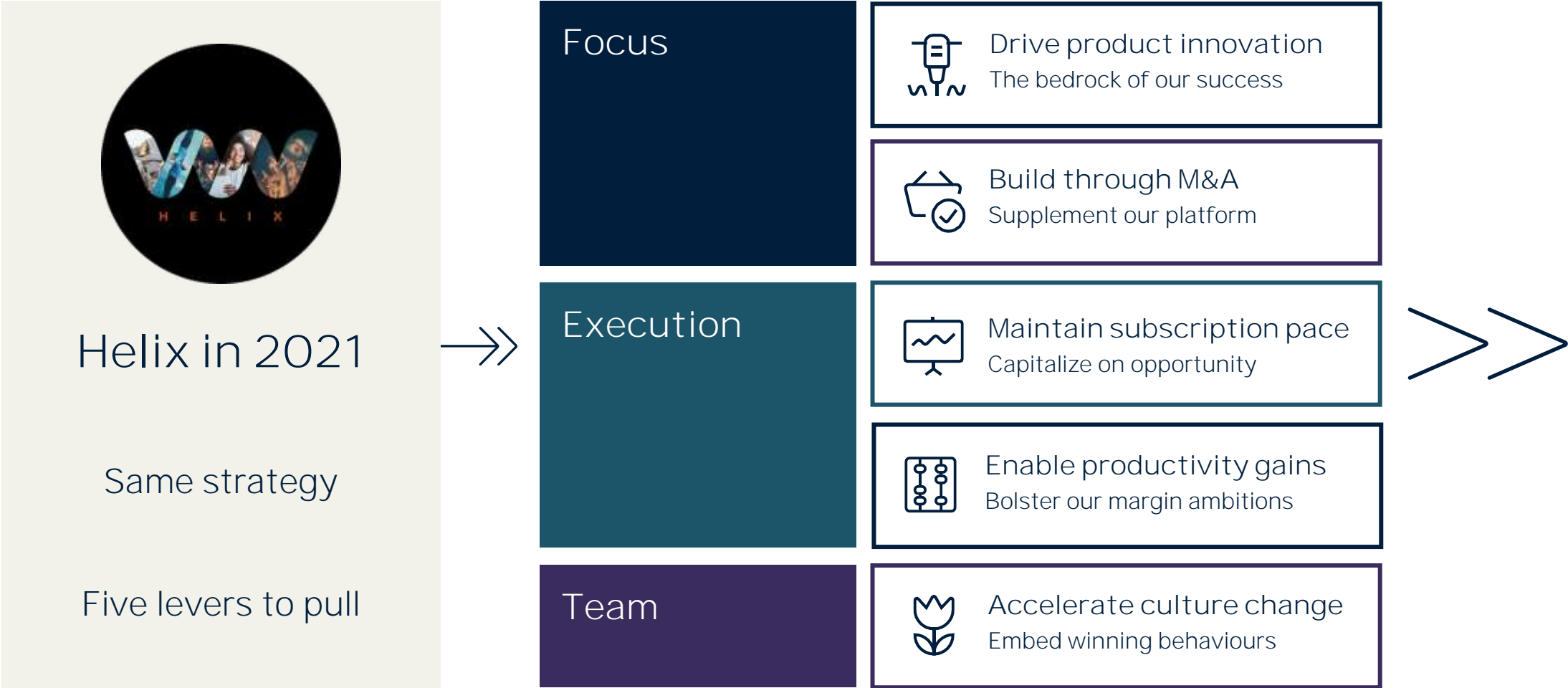
# Toward and beyond 2023

The Truly Connected Enterprise: a significant value driver beyond 2023



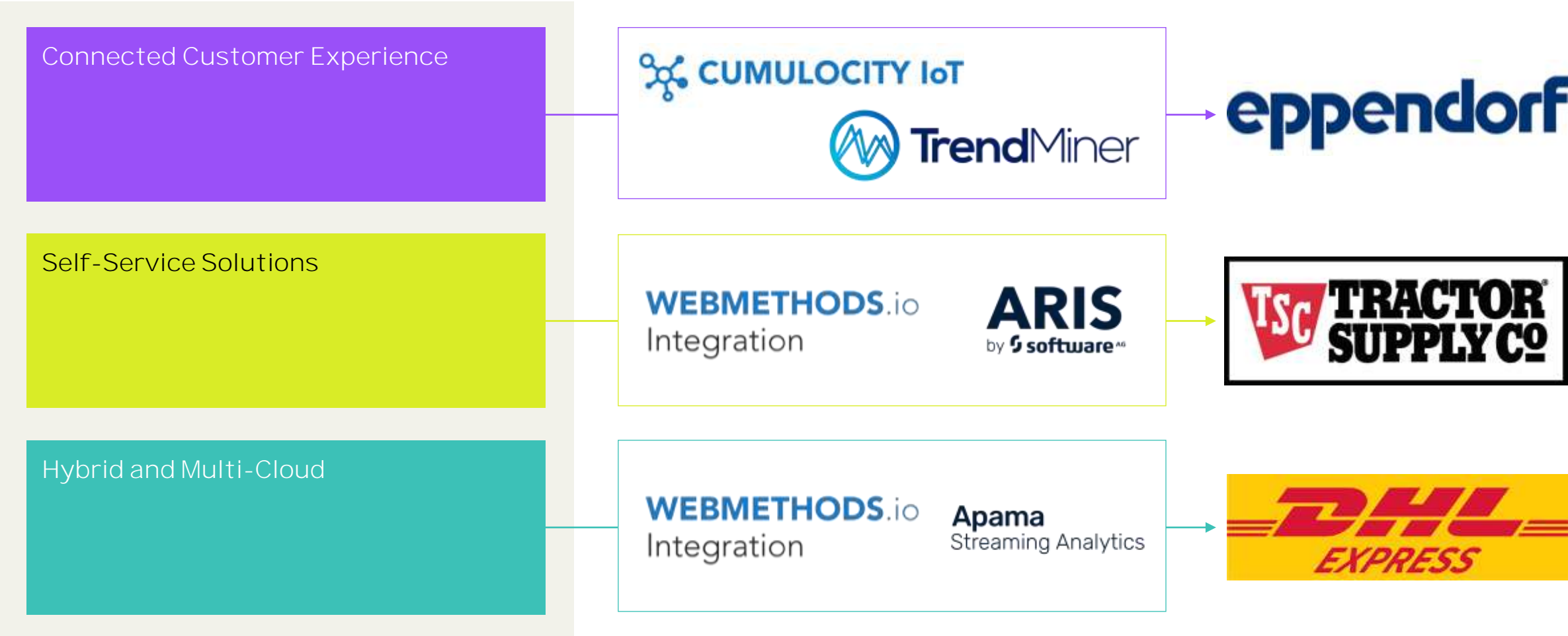
# From here we accelerate

Sustainable, profitable growth in sight



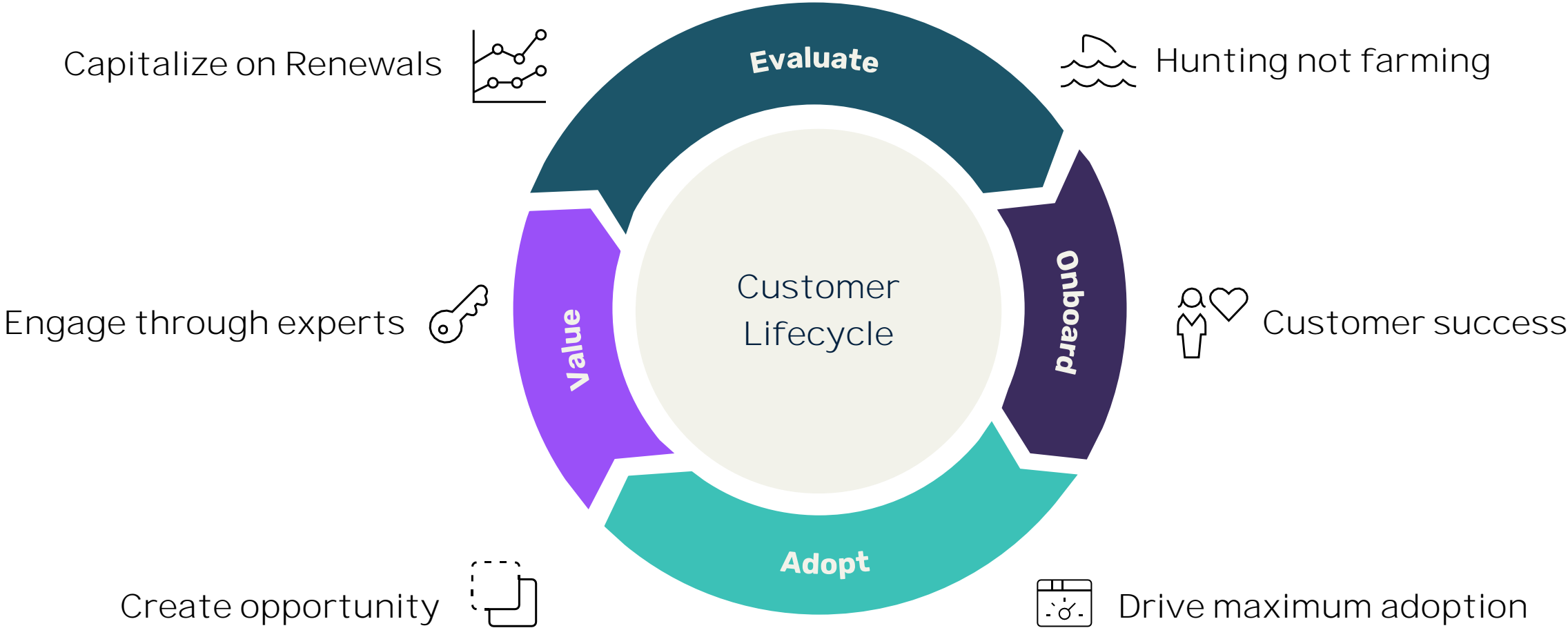
# The digital fabric of a changing, connected world

Already powering the first wave of change



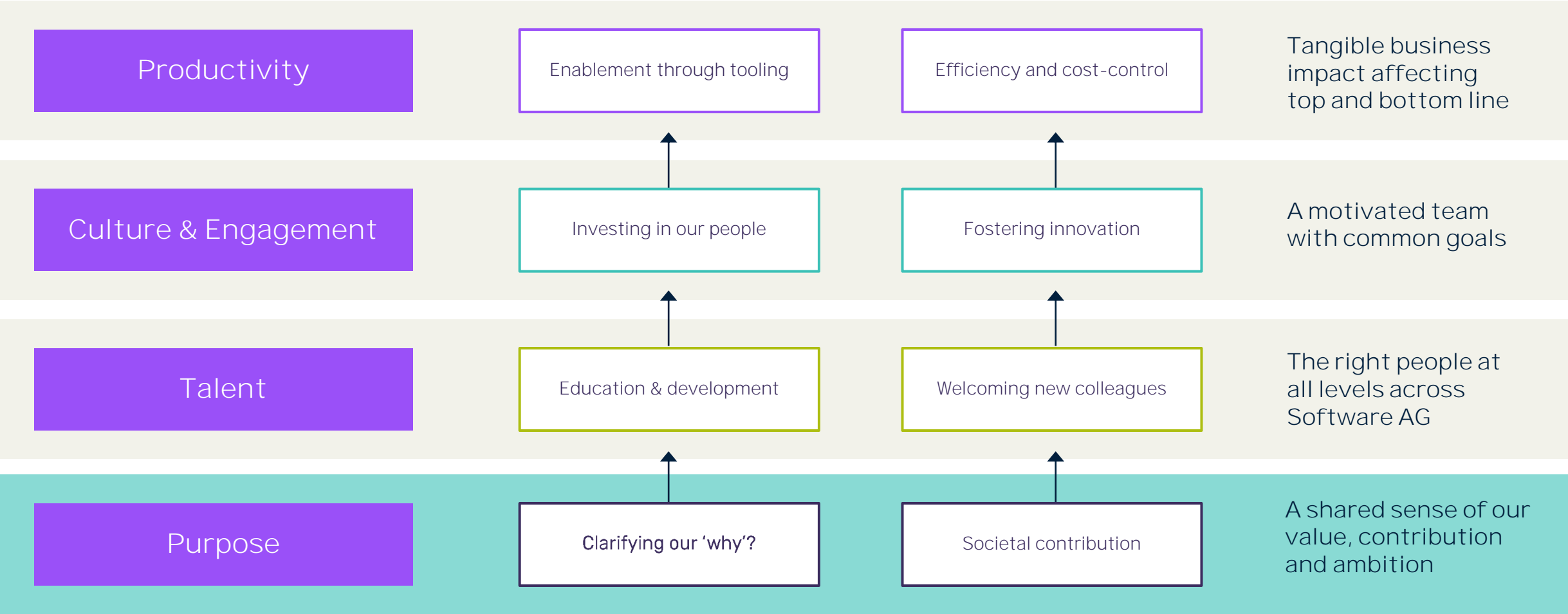
# The potential and pace of subscription

Ever greater affinity with our customers



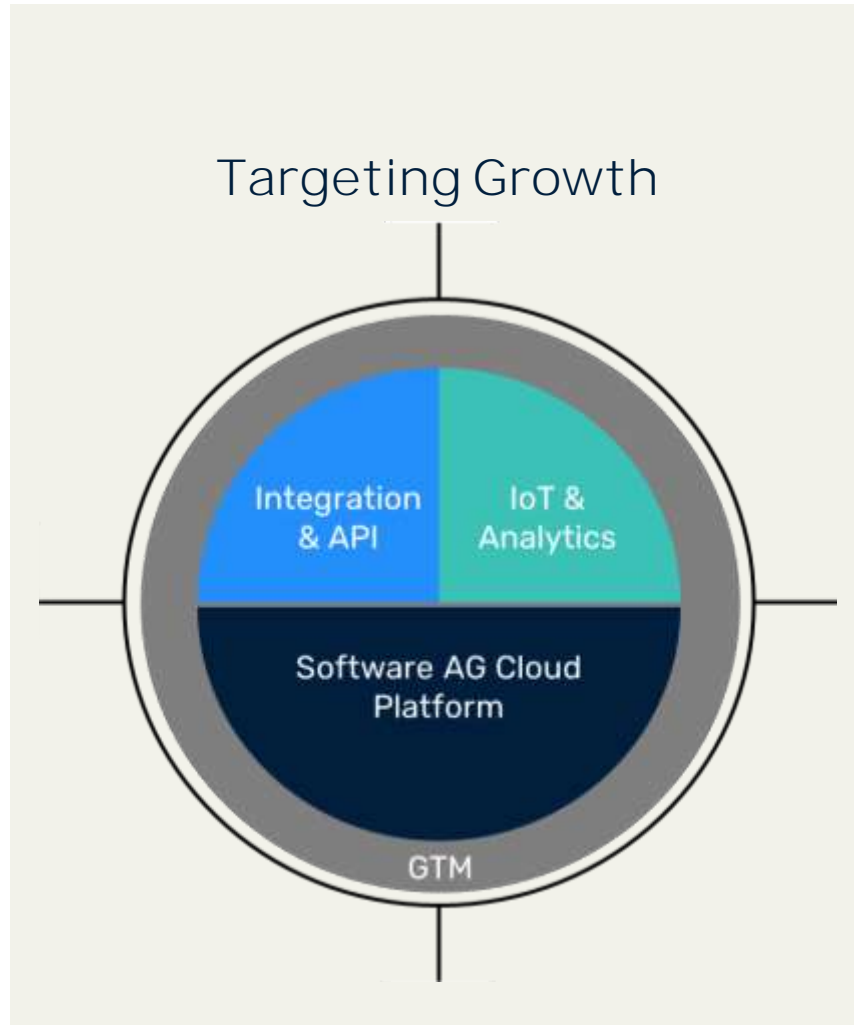
# Purpose, people, productivity

Connecting technology and people for a smarter tomorrow



# M&A

A long-term lever to build upon our organic goals



## Two Investment Themes

Reinforce the Core: bolster capabilities in existing markets, expand share of our existing TAM

Augment the Core: enter fast-growth adjacencies, increase the overall size of our TAM

## Programmatic Approach

- PMI capabilities established
- **"String of Pearls" approach**

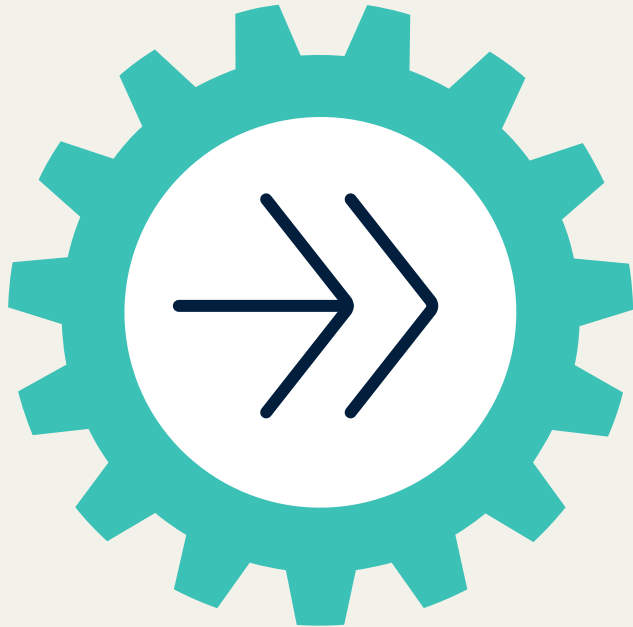
## Clear Criteria

- Small to mid-size growth companies
- Subscription business models
- Clear GTM and/or innovation fit

# Transforming with purpose

Time to accelerate

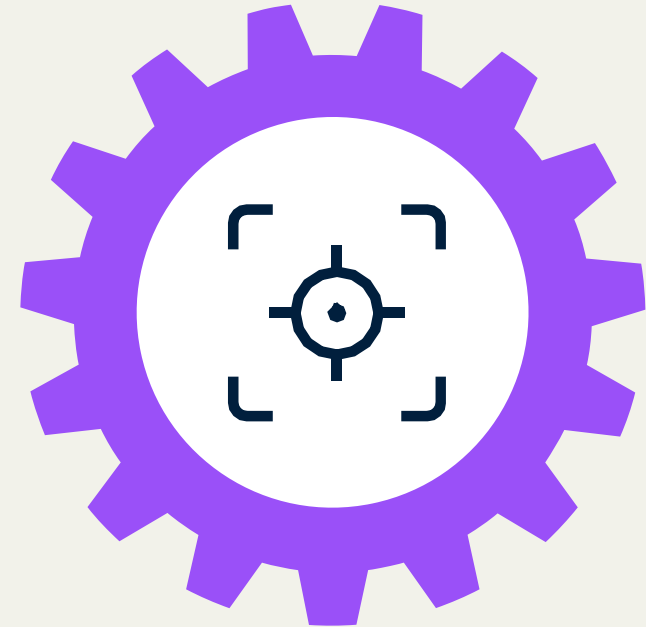
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 **software** <sup>AG</sup>