

IFS YEAR IN REVIEW

LOOK BACK: 2019

CONTENTS

2	IFS's Business in Numbers	18	Business Model: Delivering IFS's 4-Year Plan
4	CEO Perspective: Darren Roos	20	IFS's Strategy
6	Value Commitment	22	Corporate Responsibility: Sustainability & Giving Back
8	Solution Focus	26	Executive Leadership Team
10	Tailored Support	28	IFS's People
12	Committed Partners		
14	Power of Community		
16	IFS's Market		

BUSINESSES

DESERVE BETTER

IFS develops and delivers enterprise software for customers around the world who manufacture and distribute goods, maintain assets, and manage service-focused operations. IFS is committed to offering customers more choice and flexibility than legacy software vendors, encompassing how a solution is packaged, delivered, hosted and purchased. IFS does this by focusing on a simple purpose: to deliver real business value to its customers, rapidly and continually, on their own terms.

#forthechallengers

IFS'S BUSINESS IN NUMBERS

REVENUE & GROWTH

3X

IFS GROWTH VS. AVERAGE MARKET GROWTH RATE

72%

RECURRING REVENUE (OF PRODUCT REVENUE)

+53%

MORE 7-FIGURE DEALS VS. 2018 (>\$1 MILLION USD)

CUSTOMERS

10,000+

CUSTOMERS GLOBALLY

98%

CUSTOMER RETENTION

87%

CUSTOMER SATISFACTION

PARTNERS

26%

OF H2 2020 PIPELINE FROM CONTRIBUTING PARTNERS

400+

PARTNERS

75%

GROWTH OF CERTIFIED PARTNER CONSULTANTS VS. 2018

COMPANY & PEOPLE

3,929

EMPLOYEES (YEAR-END 2019)

7.2 YEARS

AVERAGE EMPLOYEE TENURE

50+

COUNTRIES WHERE IFS SUPPORTS CUSTOMERS

20%

NET REVENUE INCREASE FY19 VS. FY18

32%

LICENSE REVENUE INCREASE FY19 vs. FY18

56%

CLOUD & SAAS REVENUE INCREASE FY 19 VS. FY 18

32%

A-EBITDA REVENUE INCREASE FY19 VS. FY18

IFS VALUE CREATION



AMERICAS LICENSE REVENUE (mSEK)



APJ-ME&A LICENSE REVENUE (mSEK)



EUROPE LICENSE REVENUE (mSEK)





CEO PERSPECTIVE:

DARREN ROOS

Having embarked on a company-wide transformation in 2018, the focus and changes we made are having a profound effect in terms of accelerated revenue and margin expansion. While our industry peers struggle to concurrently evolve their business and deliver strong financial results, IFS completes its second consecutive year of doing so. This is something that will continue to pay dividends in the years to come. By tuning our strategy to customer requirements, we allow them to drive our business instead of hype cycles. This focus ensures we are resilient to market shifts – both micro and macro.

The combination of loyal customers, passionate partners & employees, and a world class leadership team, underpins the industry leading growth we continue to deliver. We are focused on what is most meaningful for our customers: a product that is easy to deploy and use and a market leading total cost of ownership (TCO). The ability to take advantage of new innovations such as artificial intelligence (AI) and augmented reality (AR) simply and efficiently within your enterprise applications without having to invest in risky complex add on solutions remains a driver for IFS's brand of simple, cost efficient enterprise business software.

These differentiators have a meaningful impact on financial performance. Recurring revenue was up 72% (as a % of total product revenue) in 2019 versus 2018. While this transition from perpetual to recurring revenue represents significant enterprise value to IFS our motivation remains to offer customers Choice. Despite the increase, there are a large number of enterprise customers who prefer to consume their software via a perpetual ownership model.

In 2019, IFS experienced double-digit growth in every market, every business unit, and in every quarter. We saw a record number of seven-digit deals (>\$1 million USD) increase over 50% YoY, and we significantly expanded investment in sales & marketing and our product as we continue to innovate for the future.

Our strategy of being focused on only our 5 core industries and 3 solution sets continues to drive deep market penetration and improved win rates. Our ability to provide solutions, delivered by industry experts, which are specific to our customers' needs is unmatched.

The company remains well positioned to capture more value in the years ahead. There is a groundswell in the market where companies are disillusioned with the overhyped legacy vendors. IFS's pragmatic proposition and solid track record make us stand out as an obvious alternative. Combining that with the discipline, focus and an ambitious culture make for an exciting future.

DARREN ROOS
CHIEF EXECUTIVE OFFICER

“THE PERFORMANCE OF IFS IN 2019 CAN ONLY BE DESCRIBED AS STELLAR: NET REVENUE INCREASED BY 20% AND ADJUSTED EBITDA INCREASED BY 32% YOY”

CUSTOMER COMMITMENT

CUSTOMERS DESERVE VALUE

Securing a customer's signature on a sales contract is not the ultimate victory, just as 'going live' with enterprise software is not the end game. The real victory lies in implementing a system that delivers value as defined by the customer.

IFS has differentiated itself on how it partners with its customers to define value before a deal is ever signed, and then measured throughout the product lifecycle. Relationships based on complex sales engagements like these are only successful if the customer knows that their investment has seen returns.

What's crucial is how a vendor goes about defining that value. IFS has developed a Six Box Model™ template that gives this engagement a professional structure.

It helps avoid confusion and misunderstanding while ensuring that the engagement is aligned with strategic business initiatives.

New in 2020, IFS has launched a Digital Business Value Assessment method and associated IFS Business Value Engineering cloud tools. Like a face to face assessment, this jointly analyzes potential business improvements to find efficiency opportunities and cost reductions all in a shortened timeframe and through digital and remote interaction.

IFS is so committed to this approach that they don't send their sales team in until they have objectively established that an IFS solution can deliver value.

Transforming for value delivery

800+

CERTIFIED IFS BUSINESS VALUE ENGINEERING EXPERTS

100+

CUSTOMER BUSINESS VALUE ENGAGEMENTS

36%

RISE IN IFS GLOBAL DEAL SIZE COMPLETED TO-DATE VS. 2018

Value created for all our customers

18%

INCREASE IN USER PRODUCTIVITY

28%

MORE WORK ORDERS COMPLETED

21%

FASTER BUDGETARY CYCLES

15

MONTHLY PAYBACK PERIOD

Austal is Australia's global shipbuilder, defence prime contractor and maritime technology partner; designing, constructing and supporting revolutionary defence and commercial vessels for the world's leading operators.

Headquarters
Henderson, Western Australia

Industry
Engineering, Construction & Infrastructure



IFS's Business Value Engineering approach was a key factor in the selection of IFS Applications over other competing tier-one solutions."

Patrick Gregg,
COO for Austal



CUSTOMER COMMITMENT

CUSTOMERS DESERVE GREAT SOLUTIONS

The technology underpinning a company's transformation is paramount to achieving fast, ongoing, returns.

For most customers, sourcing and integrating new technology in a meaningful way is difficult. This is why IFS has challenged itself to develop the most practical approach to integrating new technologies directly into its solutions.

This fundamental aim also inspires IFS's evolved architectural model, on which its solutions are built.

Whether using augmented and mixed reality for remote assistance, automating business processes with AI, or

improving asset performance with digital twin capabilities - IFS's vision is to make the intelligent and autonomous enterprise possible for its customers so they can focus on evolving and transforming their businesses.

IFS's new architectural model simplifies implementation, enables ease of use, and speeds value delivery.

Focus on doing what's right for its customers remains at the center of this change.

Transforming for value delivery

100%
INCREASE IN RESOURCES
DEVOTED TO EMERGING TECH

56%
INCREASE IN CLOUD REVENUE
IN 2019

1x
PLATFORM FOR EVERGREEN
OPERATIONS AND DELIVERY

USER ENGAGEMENT (EXTENSION & EXPOSURE)
NATIVE API's (RESTful OData APIs)
5 INDUSTRIES
3 SOLUTIONS
APPLICATION SERVICES (IoT, MACHINE LEARNING, DIGITAL TWINS, ADVANCE SCHEDULING, AUGMENTED COLLABORATION)
PLATFORM (CLOUD, ON PREMISES, DATABASES, BIG DATA)

Value created for all our customers

15,000+
APIs

99.8%
UPTIME ON THE IFS CLOUD

40x
FASTER PROCESSING ON IFS AURENA

50%
IMPROVEMENT ON HIGH LATENCY NETWORKS
WITH IFS AURENA

SPIE France, a subsidiary of the SPIE group, the European leader in multi-technical services, supports its clients throughout the entire life cycle of their investments, from design through to maintenance.

Headquarters
France

Industry
Energy & Communications



IFS is a user-friendly solution that empowers all SPIE France employees by providing them with the right data at the right time."

Frédéric Belsoeur,
SPIE France CFO & IT Manager



CUSTOMER COMMITMENT

**CUSTOMERS DESERVE
TAILORED SUPPORT**

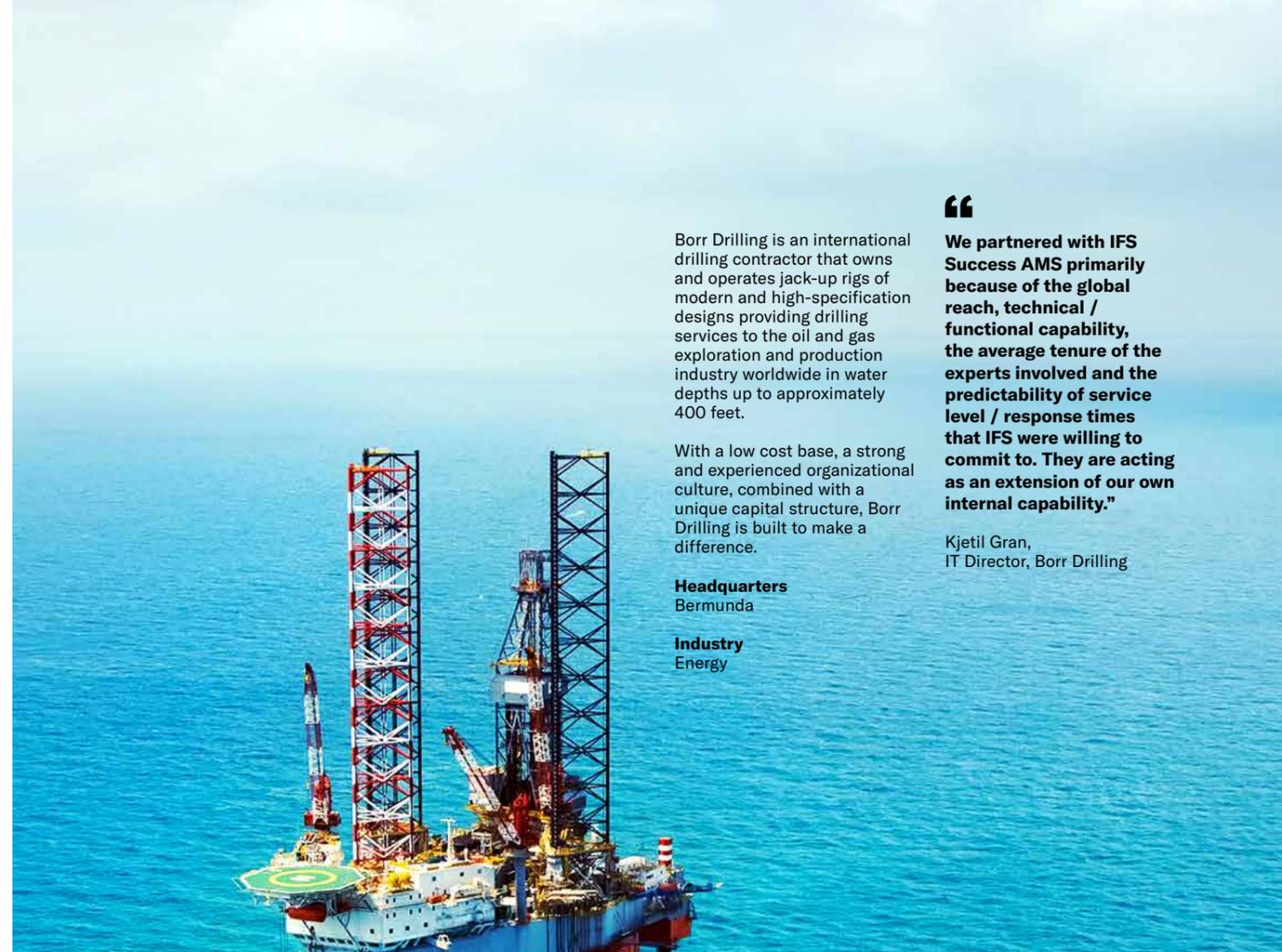
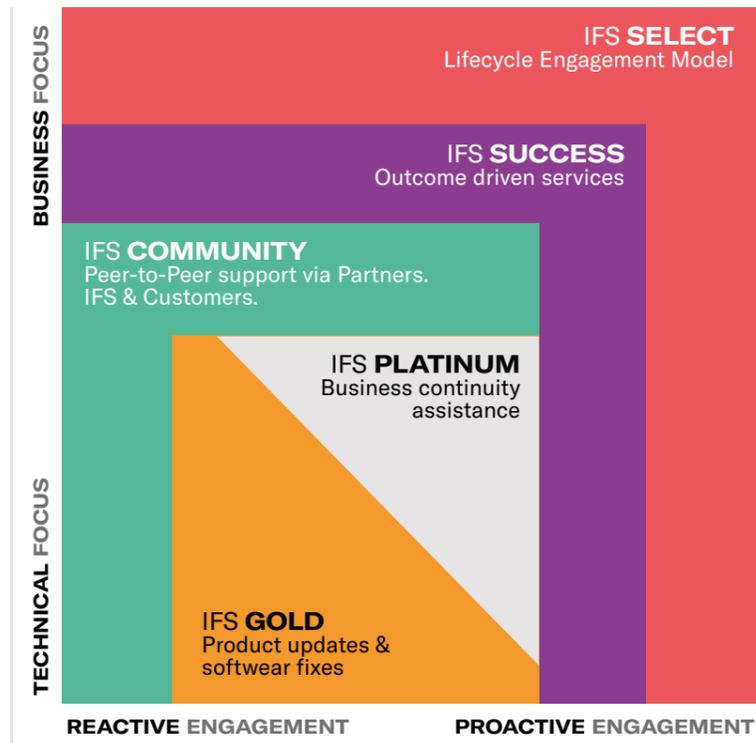
A key tenet of IFS's commitment to delivering outcomes to its customers is providing them with ways to harness the value in their IFS solutions. This includes augmented reality (AR), artificial intelligence (AI), internet of things (IoT), optimization, digital twins and other technologies, as IFS understands the importance of bringing the vision of intelligent and autonomous solutions to its customers in a meaningful way.

In Q4 2019, IFS introduced lifetime engagement services, IFS Success™ and IFS Select™. These services professionally and proactively direct the deliverables of IFS to ensure value is realized for the customer, based on their own specific business objectives.

IFS Success and IFS Select enable a customer to utilize IFS's broader portfolio of services, but in a very tailored and directed way. Whether a customer is looking to embed IFS expertise within their project through IFS Safeguarding, optimize their solution through IFS Value Assurance, or outsource their operations through IFS Application Management Service, IFS's lifetime engagement services help them maximize their return.

IFS Success and IFS Select belong to the same service set but operate at different levels. Though both offer lifetime value management, IFS Select is premium with regards to proactivity, business focus and proximity. IFS Select sets the framework for a truly strategic partnership.

Transforming for value delivery



Borr Drilling is an international drilling contractor that owns and operates jack-up rigs of modern and high-specification designs providing drilling services to the oil and gas exploration and production industry worldwide in water depths up to approximately 400 feet.

With a low cost base, a strong and experienced organizational culture, combined with a unique capital structure, Borr Drilling is built to make a difference.

Headquarters
Bermuda

Industry
Energy

“**We partnered with IFS Success AMS primarily because of the global reach, technical / functional capability, the average tenure of the experts involved and the predictability of service level / response times that IFS were willing to commit to. They are acting as an extension of our own internal capability.**”

Kjetil Gran,
IT Director, Borr Drilling

Value created for all our customers

1,400+
IFS EXPERTS (IN 40 COUNTRIES)

40%
REDUCTION IN COST AND IMPLEMENTATION TIME WITH
INDUSTRY ACCELERATORS

6+
INDUSTRY ACCELERATORS TO EXPEDITE TIME-TO-VALUE

3
DISTINCT LEVELS OF SERVICE



CUSTOMER COMMITMENT

CUSTOMERS DESERVE COMMITTED PARTNERS

IFS, together with our partners, is committed to providing choice, innovative technology, industry expertise and unsurpassed support to customers across all industries and geographies, so they can overcome challenges and drive success within their own businesses.

The IFS Partner Program provides a recognized framework that enables our work with these crucial third-party organizations and ultimately allows IFS to support all activities with partners. The program delivers training, certification and opportunities for growth. With a broad range of solutions, IFS is a wise choice for organizations looking to remain competitive and irreplaceable in today's IT landscape.

Our partnerships deliver innovative, agile and cost-effective solutions and services to customers. Our work together supports customer needs worldwide, as partners play an intrinsic role by inputting into product development. We also provide training that enables partners to achieve the highest levels of proficiency in advising on, and implementing, IFS solutions.

Our partner ecosystem of over 400 providers ultimately offers customers more choice in how and by whom their IFS solutions are implemented. Partners are also essential to IFS's growth strategy and targets through 2021 and beyond.

Transforming for value delivery

3x
INCREASE IN REVENUE
FROM PARTNERS / CHANNEL

48
NEW PARTNERS FOR IFS GLOBALLY IN
2019

5-STAR
CRN® RATING FROM THE CHANNEL
COMPANY

accenture

Capgemini

Deloitte

TATA
TATA CONSULTANCY SERVICES

KPMG

Value created for all our customers

400+
GLOBAL PARTNER ORGANIZATIONS DEVOTED
TO THEIR SERVICE AND SUPPORT

2x
GROWTH IN CERTIFIED CONSULTANTS IN 2019
TO SERVE CUSTOMERS WORLDWIDE

1x
GLOBAL TEAM, FOR A SEAMLESS CUSTOMER
EXPERIENCE

Tata Consultancy Services (TCS) is an IT services, consulting and business solutions organization that has been partnering with the world's largest businesses in their transformation journeys for the last fifty years. TCS offers a consulting-led, cognitive powered, integrated portfolio of IT, Business & Technology Services, and engineering. TCS has more than 448,000 employees in 46 countries with \$22 billion in revenues as of March 31, 2020.

Headquarters
Mumbai, India

Industry
IT Services (IFS Partner)
(IFS Partner)

“TCS has successfully navigated through multiple technology cycles over the last five decades, pivoting and adapting each time to build relevant new capabilities and helping our clients realize the benefits of that new technology. Our responsiveness, agility and adaptability to change have been core to our longevity. The biggest synergy of TCS and IFS is our focus on the customer. TCS's vision is to enable enterprises to have the digital capabilities to challenge expectations and grow with exciting new opportunities. This notion clearly aligns with IFS's focus on #forthechallengers. Together, we bring this vision to life, while helping customers realize rapid ROI from our efforts.”

Akhilesh Tiwari, Vice President & Global Head, Enterprise Application Services



CUSTOMER COMMITMENT

CUSTOMERS DESERVE A COMMUNITY

IFS is committed to bringing together its customers, partners and employees on a single peer-to-peer support platform to share knowledge on new ways of working together on IFS solutions.

The IFS Community forum provides the sense of belonging to a global group of users, subject experts and industry professionals, all at-the-ready to help answer questions and solve problems.

There are many situations where a user of IFS solutions may have a simple question and seek to get a fast response from someone in their industry, their geography

or otherwise familiar with their topic of choice. In these situations, it isn't practical to hire a consultant for a simple question – and it needs an expedient answer. This is where the IFS Community provides another layer of support on top of the services from IFS.

Ultimately, the goal of IFS Community is to disseminate knowledge, create advocates, and help IFS to build better products.

community.ifs.com

Transforming for value delivery

1x
UNIFYING FORUM FOR ENGAGEMENT

3,000+
TOTAL MEMBERS ON THE PLATFORM

275
PARTNERS ON THE PLATFORM

Value created for all our customers

655
TOPICS ADDRESSED BY THE COMMUNITY
(PER QUARTER)

87
COUNTRIES REPRESENTED, WITH OVER 2,000
MEMBERS (PER QUARTER)

300+
COMPANIES REPRESENTED
(PER QUARTER)

Dermal is an independent UK pharmaceutical company. For over 50 years, Dermal has focused on researching and developing novel dermatological treatments that offer an effective, simple and different approach to the treatment and management of skin conditions.

Headquarters
Hertfordshire, UK

Industry
Manufacturing

“The IFS Community forum is a great tool as it offers a way to answer questions collaboratively with other IFS customers alongside IFS Employees, to build up a wealth of knowledge in one easily accessible place. Since joining the community and contributing with ideas/solutions, I have also increased my own proficiency in IFS (and related areas) from the posts of other members.”

Callum Wells,
IFS ERP Administrator,
Dermal Laboratories Limited



IFS'S MARKET

While the shifts seen in the enterprise applications market today did not happen overnight, within the span of less than 5 years digital transformation initiatives ranging from cloud adoption to the implementation of artificial intelligence technologies have gone from pilot to practice. Along with these shifts, access to advanced technologies is leading to the rise of intelligent enterprise applications, which are becoming the norm in forward-thinking organizations in industries ranging from pharmaceuticals, to industrial manufacturing, to commercial aviation.

Apart from the broader adoption of more advanced technologies, enterprise applications users have increased expectations when it comes to intelligent and seamless user experiences, as well as the perception of usefulness, intuitiveness and efficiency of their technologies.

Bringing this into perspective for the markets in which IFS operates: enterprise applications users are demanding the ability to configure and effectively create their own application experiences that can be tailored to a particular business function, and even an individual user.

Further, the industry has seen the push to open and enabled applications, whereby enterprise platforms are able to rapidly integrate new capabilities and technologies through modern, open architectures and APIs.

MARKET TRENDS:

- **SUBSCRIPTION SERVICES**
- **CONFIGURABILITY OVER CUSTOMIZATION**
- **CHANGE MANAGEMENT**

MARKET DRIVERS:

- **ADVANCED TECHNOLOGIES**
- **FOCUS ON BUSINESS VALUE**
- **CONSUMERIZATION OF ERP AND ENTERPRISE APPS**
- **USER EXPERIENCE**
- **AUTOMATION**

MARKET GROWTH FORECASTS

ENTERPRISE RESOURCE PLANNING (ERP):

5%
CAGR OF ERP SOFTWARE MARKET OVERALL, ACCORDING TO IDC RESEARCH (TO \$36.5B IN 2023)

(Source: IDC, Worldwide Enterprise Resource Planning Software Forecast, 2019-2023)

19%
CAGR OF CLOUD-BASED ERP SOFTWARE MARKET, ACCORDING TO IDC RESEARCH (2018-2023)

(Source: IDC, Worldwide Enterprise Resource Planning Software Forecast, 2019-2023)

ENTERPRISE ASSET MANAGEMENT (EAM):

5%
CAGR OF EAM SOFTWARE MARKET OVERALL, ACCORDING TO IDC RESEARCH (TO \$2.6 BILLION IN 2023)

(Source: IDC, Worldwide Enterprise Asset Management Applications Forecast, 2019-2023: User Experience Demand Driving Market Growth)

50-50
50-50 SPLIT OF EAM CUSTOMERS IN THE CLOUD BY 2023

(Source: IDC, Worldwide Enterprise Asset Management Applications Forecast, 2019-2023: User Experience Demand Driving Market Growth)

IFS TAM:

\$40bn

TAM BY 2023 GROWING AT 9% PER YEAR

FIELD SERVICE MANAGEMENT (FSM):

14%
CAGR OF FSM SOFTWARE MARKET OVERALL, ACCORDING TO ARC ADVISORY RESEARCH (TO \$2.5B IN 2023)

(Source: ARC Advisory, Field Service Management Market Analysis Report, June 2019)

56%
OF MANUFACTURERS WILL LEVERAGE MOBILE TOOLS FOR FSM

(Source: IDC TechBrief: Field Service Management for the Manufacturer, April 2019)

BUSINESS MODEL

ADDRESSING KEY MARKET DRIVERS

- 1. DEMAND FOR SCALABLE NEXT-GEN SOLUTIONS**
Market pressure for more automation, customization and real-time decision making is driving the need for modular integrated ERP with next-gen automation and analytics capabilities and flexible deployment options
- 2. PRODUCT SEGMENTATION**
The addressable market has historically grown at a rate of 12%, and future growth is expected at 10%*
- 3. MARKET GROWTH IN ALL GEOGRAPHIES**
Largest absolute growth in Europe and Americas (~80% of addressable market growth; Europe at 10%; Americas at 9%). APJ ME&A has the highest growth (10%) fueled by emergence of new, high growth companies in IFS's focus markets
- 4. REPLACEMENT OF LEGACY SYSTEMS**
80% of the addressable market growth is driven from companies replacing old inflexible systems that do not fit their business needs and processes, and hence lack the ability to deliver value
- 5. COMPETITIVE DYNAMICS**
IFS's success is based on being a customer-centric provider of highly functional, easy-to-deploy software that offers quick time-to-value

THE IFS PROPOSITION

- 1. TIME TO VALUE**
IFS offers an increase of 18% productivity on average and hit break-even point in 15 months or less (IDC study conducted in 2019). The result for customers is quick time-to-value and low total cost of ownership (TCO)
- 2. OPEN, INTELLIGENT, AUTONOMOUS SOLUTIONS**
IFS is constantly investing in new technologies such as Artificial Intelligence (AI) and hyper-automation, and existing solutions include vendor-agnostic interfaces to IoT platforms enabling Digital Twins of a customer's organization
- 3. GLOBAL FOOTPRINT, WITH STRONGHOLDS IN EUROPE AND NORTH AMERICA**
Mature stronghold in Europe (55% of revenue) with Americas growing faster (38% of revenue, including WorkWave, Astea). APJ, ME&A (8% of revenue) still small but expanding with high growth driven by leveraging partners
- 4. INDUSTRY EXPERTISE OF OUR PEOPLE AND PARTNERS**
IFS consists of passionate specialists whose outstanding loyalty allows IFS to build industry experience to differentiate from other vendors (7.2 years average tenure in 2019 vs. ~5 years of industry peers)
- 5. STRONG FINANCIAL PERFORMANCE**
IFS has seen 8 consecutive quarters of double-digit license growth, including 72% of product revenues for FY 2019 as recurring (Q1 2018 through Q1 2020). IFS has also fortified diverse revenue streams across license, consulting, services and overall recurring revenues

DELIVERING IFS'S 4-YEAR PLAN

IFS offers a global software platform that can be deployed in the Cloud or on-premise, with capabilities for automation, AI and IoT. Having deep industry know-how to derive business value for its customers is what sets IFS apart from the competition.

PROGRESS AGAINST KPIs

REVENUE:

6,317mSEK
FOR FULL YEAR 2019

EBITDA MARGIN:

23%
FOR FULL YEAR 2019,
+32% VS. 2018

EMPLOYEE ENGAGEMENT

86%
(GLOBAL EMPLOYEE SURVEY)

MARKET GROWTH:

3x
MARKET GROWTH IN 2019

BRAND AWARENESS:

+54%
IN 2019 VS. 2018

IFS EXPERTISE

IFS offers a global software platform that can be deployed in the Cloud or on-premise, with capabilities for automation, AI and IoT. Having deep industry know-how to derive business value for its customers is what sets IFS apart from the competition.

PARTNERS

The fulfillment of its 2021 strategy, as well as the ability to offer customers choice completely depends upon IFS's extensive, global partner network.

Starting in 2019, the company rolled out a new infrastructure for how Partners will support IFS customers going forward. Also in 2019, the contribution of Partners to IFS revenue increased 3-fold over 2018.

PRODUCT TECHNOLOGY

IFS is committed to delivering business value to customers by partnering with technology vendors who offer best of breed solutions that fit with its technology to enable faster time to value and innovation.

This collaboration gives customers the benefits of emerging intelligence and automation technologies on a faster timeline and with increased value from its solutions as new capabilities are introduced.

Newly added in 2019: Pagero, Dell Boomi, HelpLightning, Dent & Buckle



IFS'S

STRATEGY

APPROACH

REVENUE GROWTH

1. Target larger customers (\$500m-\$5bn) in addition to the current mid-market customer base (\$200m-\$1bn).
2. Engage global system integrators in parallel to a new internal methodology of business value engineering – these partners remain instrumental in driving new incremental product revenue for IFS and undertaking customer implementations.
3. Sell Field Service Management and Aerospace & Defense solutions in all geographies. IFS is recognized as a leader by industry analysts in these high-growth sectors. Business Units have been created as global centers of excellence that provide focus and domain expertise.
4. Create opportunities with support and maintenance, with the benefit of customers enjoying a consistent experience no matter where in the world they are.

MARGIN ENHANCEMENT

1. Reduce the share of revenue from consulting and ensure the consulting business is more profitable by focusing on higher margin, repeatable business by increasing recurring revenues and using skilled talent in lower cost markets. Partners will play an important role in this evolution.
2. Focus on delivering a globally consistent offering to customers, through the latest technologies and the IFS Community, to provide a range of support options, including self-service support.
3. Leverage IFS's own technology to power more activities from cost effective locations realizing operational efficiencies across the group.

WHY IFS SUCCEEDS

- A. IFS will continue to put customers' needs first. Unlike competitors, IFS will offer customers choice in what they buy and where they deploy it (in the Cloud or on premises).
- B. IFS solutions are intelligent, integrated, functionally-rich and intuitive, which means customers derive value faster than competitors' solutions, and have a lower TCO thanks to a commitment to 'evergreen capabilities'.
- C. Over 50% of license revenue comes from new customers and nearly half of revenues are recurring. Our customer base is being set up for success rather than negotiation after negotiation.
- D. IFS has invested in developing solutions for 5 focus industries, enabling these customers with the best functionality in the business for their industry.
- E. IFS has a loyal, passionate and experienced employee base with an average tenure of 7.2 years.
- F. Customers are our best advocates, which is demonstrated in customer satisfaction scores, as well as third-party sources such as Gartner Peer Insights customer reviews.

MILESTONES IN IFS'S SUCCESS

- 20% increase in net revenue vs. 2018; 32% increase in A-EBITDA
- 53% more deals over a million USD in 2019 than 2018
- 38% increase in Aerospace & Defense BU license revenues
- 51% increase in Service Management BU license revenues
- 3-fold increase in partner revenues and a doubling of partner resources certified on IFS in 2019
- IFS implemented its own IFS Applications 10 Cloud within a record-setting 14 weeks
- Best attended World Conference user group event in company history, with a 40% increase in attendance vs. 2018
- Successful acquisition and integration of Astea to drive growth in key growth area of service management
- Launch of IFS Community with over 1,000 members in the first 3 months
- Launch of IFS Select & Success application management services – more choice, cost control and customizable service level for customers



CORPORATE RESPONSIBILITY

SUSTAINABILITY & GIVING BACK

Corporate Social Responsibility (CSR) is a self-regulating business model that empowers a company to be socially accountable. Progressive businesses like IFS recognize that there are many stakeholders in an organization, including shareholders, staff, customers and partners, and the communities in which the business operates.

Thanks to its ongoing strong performance, IFS has both the opportunity and the responsibility to give something back to the very communities that have enabled the company to thrive - both on an individual as well as a organizational level.



“ IT IS A PRIVILEGE TO SERVE AS EXECUTIVE SPONSOR FOR OUR CSR PROGRAMME. THE OPPORTUNITY TO GIVE SOMETHING BACK, AND HELP MAKE THE WORLD A SLIGHTLY BETTER PLACE, BRINGS REAL MEANING AND PURPOSE TO MY WORK.”

STEPHEN KEYS,
APJ, ME&A PRESIDENT AND CSR EXECUTIVE SPONSOR



“ IFS IS ON A FANTASTIC CSR JOURNEY. I AM VERY EXCITED TO SEE WHERE WE CAN TAKE OUR PROGRAMS TO ENSURE WE ARE APPROACHING CSR WITH PURPOSE AND MAKING REAL IMPACT.”

KATIE LATTA,
IFS GLOBAL CSR PROGRAM MANAGER

IN OUR FIRST

IFS FOUNDATION 2019
WELUSUMANAPURA, SRI LANKA

6 MONTHS

We raised
US\$206,752
from fundraising events across
27 COUNTRIES

**SCHOOL RENOVATION
AND REPAINTING
PROJECT COMPLETED**

This included refurbishing the desks and chairs for the students, painting murals and building a wall along the school perimeter

Established a charitable trust in Sri Lanka with proper governance

7 TOILETS BUILT FOR HOMES THAT DIDN'T HAVE ONE

238 IFS volunteers attended projects onsite

4 TUBE WELLS CONSTRUCTED

EMERGENCY SUPPORT GIVEN TO ASSIST FAMILIES DURING FLOODS

5 FOCUS AREAS:
EDUCATION, EMPLOYMENT, HEALTHCARE, SANITATION, ACCESS TO CLEAN WATER

IFS FOUNDATION #IFSGIVESBACK



2.THE IFS FOUNDATION

Paying homage to IFS's 20 years of operation in Sri Lanka, the IFS Foundation is an initiative to support rural villages in Sri Lanka and to give back to the community through improving the living standards of people in the countryside.

Starting in 2019, the project plans include covering aspects of health, water and sanitation, education, economy and gender equality, resulting in a self-sustained community.

Key work in 2019 focused on the provision of toilets for families without, building tubewells and helping to support the local school through the building of walls and painting the school buildings (over 500 students).

Welusumanapura is in the North West of Sri Lanka and is home to 730 families. There are 2892 people living in the village and 21% of the population is below the national poverty line.

1.ENVIRONMENTAL IMPACT

In 2019, IFS undertook a series of office relocations and refurbishments to enhance work experience for employees, create beautiful spaces to engage with customers and partners and develop more sustainable facility practices. Sustainable materials were used in decorating, were sourced from local suppliers, and electric car charging stations were added along with bike rack spaces.

More initiatives are underway in 2020 to continue to reduce overall impact on the Earth, with a focus on waste reduction and energy efficiency.

CASE STUDY: LONDON, UK OFFICE

The IFS London office opened in September 2019. This office relocation enabled a drastic cultural change that now means the office is zero-to-landfill.

By removing desk bins and creating a community feel within the cafeteria, colleagues eat onsite, eliminating the need for takeaway containers for food. As a stand-alone office, colleagues are directly responsible for the waste production.

Waste data shows that, for Q4 2019, the office save 1,246 Kg of CO2 through recycling. And, through energy recovery, the office waste has generated 1.78 MWh.



3.VOLUNTEERING DAYS

2019 also saw the launch of the IFS Volunteer Day, which allows all 4,000+ IFS employees to take one day of paid leave to volunteer in their local communities.

NEARLY 5,000 HOURS OF WORK WERE DONATED IN 2019.

In 2020, IFS aspires to increase this figure.

CASE STUDY: AUSTRALIA

Nearly 50 IFS employees in Australia used their volunteer day to provide and build bikes for children living under Kinship Care arrangements in Victoria. The organization works with at-risk children and young people who have been placed with relatives, friends or local community members by child protection agencies.



4.EDUCATIONAL PROGRAMS

Education is the original CSR focus and passion at IFS and continues on to this day. Initially aimed to have IFS employees lecture in technology courses, sponsor research projects, input into curricula and donate equipment to computer labs – the program evolved into one that provided for university scholarships and paved the way for less fortunate young professionals to have a career in technology.

CASE STUDY: SRI LANKA

SINCE ITS INCEPTION, IFS HAS OFFERED OVER 125 SCHOLARSHIPS.

These scholarships provide an opportunity to students completing advanced level (secondary school) to read for a degree in IT, combined with 4-day work internships at IFS. IFS sponsors university education together with an expenses allowance. Students are then offered employment with IFS after graduation from university. Over 80% of students that have gone through the program took advantage of a permanent role with IFS following graduation.



EXECUTIVE MANAGEMENT

EXECUTIVE DIRECTORS



DARREN ROOS
CHIEF EXECUTIVE OFFICER
(CEO)

As CEO, Darren leads the talented team at IFS to further scale the company's global business and extend its leadership position in the field service management, enterprise asset management and enterprise resource planning markets. Prior to joining IFS, Darren was the President of SAP's global ERP Cloud business, where he had end-to-end responsibility for all product and go-to-market functions, and an organization of over 5,000 staff. Darren lives in the UK, where he enjoys spending time outside of work with his family.



CONSTANCE MINC
CHIEF FINANCIAL OFFICER
(CFO)

With a passion for turning data into commercial insights, CFO Constance Minc makes sure the company's financial and administrative functions are harmonized and creating value for all parts of the business. Through transparency and operational effectiveness, this includes empowering employees with the necessary resources as well as an understanding of how their goals contribute to the success of the company as a whole. Constance has an MBA degree from INSEAD where she met her husband and with whom she has two boys."



MICHAEL OUISSI
CHIEF CUSTOMER OFFICER
(CCO)

Michael Ouissi is IFS's Chief Customer Officer (CCO), a global role that brings together all of the company's customer-facing functions in order to deliver to each customer a globally harmonized, superior customer experience and maximum business value from their investment in IFS. As part of this customer value approach, Michael is responsible for IFS's commercial strategy and revenue-generating activities. Prior to joining IFS, Michael worked for more than a decade at Software AG, where he was most recently a member of the Group Executive Board responsible for Customer Engagement Excellence. Michael holds an MBA from Manchester University and an economics degree from the University of Applied Sciences Dortmund.



JANE KEITH
CHIEF PEOPLE AND CULTURE
OFFICER

In her role at IFS, Jane leads the human resources program to ensure optimal employee engagement, recruitment, talent management, and business HR across the global organization. With trust, quality, and transparency as guiding principles, Jane's aim is to create a cohesive and collaborative HR team that has its finger on the pulse of the business and that works in partnership with business leaders to grow the organization. Prior to joining IFS, Jane worked for more than 24 years at Hewlett Packard and Hewlett Packard Enterprise, most recently as the UKI HR Director and the HR Vice President for Europe, Middle East and Africa. Jane also worked for two years as HR leader for the European Services and Consulting business at SAP.

BOARD DIRECTORS*



JONAS PERSSON
CHAIRMAN OF THE BOARD

PRINCIPAL OCCUPATION: Directorships and advisor in software development
OTHER ASSIGNMENTS: Chairman of Peltarion, Sitecore, and StormGeo; board director of Skandia and Tia Technologies.
PREVIOUS ASSIGNMENTS AND WORK EXPERIENCE: Former CEO of Microsoft Sweden and has held a number of senior positions within Microsoft, including as COO of Cloud services and software development engagements. Has also worked as a sales leader for consumer mobility solutions and vertical industry solutions in Europe. Board director of Automic Software.

Born 1968. Elected 2016.



JOHANNES REICHEL
BOARD DIRECTOR

PRINCIPAL OCCUPATION: Director at EQT Partners
PREVIOUS ASSIGNMENTS AND WORK EXPERIENCE: Deutsche Bank. Deputy board director of Automic Software, CBR Fashion Group, and Lima Corporate.
EDUCATION: B.Sc in Business Administration and Economics and MBA from the University of St Gallen, Switzerland.

Born 1981. Elected 2016.



CRAIG CONWAY
BOARD DIRECTOR

PRINCIPAL OCCUPATION: Directorships
OTHER ASSIGNMENTS: Board director of Guidewire, Nutanix, and Salesforce.com.
PREVIOUS ASSIGNMENTS AND WORK EXPERIENCE: Chairman of Achievers; board director of AMD, eMeter, Kazeon, Pegasystems, Success Factors, and Unisys; CEO of One Touch Systems, PeopleSoft, and TGV Software; executive at Oracle.

Born 1954. Elected 2017.



NEIL MASOM OBE
BOARD DIRECTOR

PRINCIPAL OCCUPATION: Directorships
OTHER ASSIGNMENTS: Board director of CQC Holdings, High Speed Two (HS2), and WYG Group.
PREVIOUS ASSIGNMENTS AND WORK EXPERIENCE: Chairman of the board of IFS Defence and UK Foreign & Commonwealth Office Services Agency; board director of the UK Information Commissioner's Office and Solutions SK; CEO for Logistics and Information Systems in BAE Systems.
EDUCATION: B.Sc. (Eng) Hons Imperial College, London
Born 1959. Elected 2009.



MÅNS HULTMAN
BOARD DIRECTOR

PRINCIPAL OCCUPATION: Investments and directorships
OTHER ASSIGNMENTS: Board director of Ikano Group, itslearning, iZettle, MotorK, and Zobito.
PREVIOUS ASSIGNMENTS AND WORK EXPERIENCE: Chairman and CEO of Qlik Technologies; partner in Sundet Investment; board director of Apptus, Automic Holding, Digital Route, Hybris, Mamut, NetAdmin, StormGeo, and Terranet.

Born 1961. Elected 2016.

IFS'S PEOPLE

When IFS's customers reflect on their experiences with the company, not only do they think about the value they derive from its solutions, they think of the first IFS sales team that engaged with them, the implementation consultants that sat in a room with them for weeks on end, and the support staff on hand to address their issues 24x7.

IFS knows the best way to ultimately care for its customers – is to care for its employees. It's not hyperbole to say that IFS employees are the lifeblood of the business.

In 2019, IFS launched its first annual survey called Heartbeat Survey to the entire global workforce. This in-depth employee survey studied the sentiment of IFS employees across a range of work-life experiences and,

most importantly, provided a clear benchmark for where the business needs to be. The survey also highlighted areas of greatest strength, and also points for developing precise action plans to address areas for improvement.

In September, 86% of IFS employees participated in the survey and provided an astounding 35,000 comments throughout. As a part of the Heartbeat process, IFS is also conducting a Pulse Survey at 6-month intervals to monitor progress.

Insights like these, as well as consistent and open forums for listening to employees, have allowed the organization to truly architect a culture always ready for change.

4x
INCREASE IN WOMEN IN LEADERSHIP ROLES AT IFS VS. 2017

33%
OF WOMEN IN THE ORG OVERALL (25% AVERAGE IN TECH)

29%
OF MANAGERS AT IFS ARE FEMALES

12 YEARS
OF RECOGNITION BY GREAT PLACES TO WORK – ACHIEVING LEGEND STATUS

4.4
GLASSDOOR, AVERAGE RATING, 2019

98%
GLASSDOOR, AVERAGE CEO APPROVAL RATING, 2019

89%
GLASSDOOR, AVERAGE RATING FOR 'RECOMMEND TO A FRIEND', 2019





**OUR
CORE
VALUES**

TRUSTWORTHY

AGILE

COLLABORATIVE