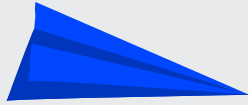


An aerial view of a city, likely Madrid, showing a mix of classical European architecture and a prominent modern skyscraper in the distance. The sky is blue with light clouds, and the sun is low, creating a warm glow. The foreground shows a street with a building that has a 'METRO' sign.

SALES KICK OFF 2023

Cegid Iberia, LatAm & AfricaPT

**SALES
KICK-OFF
2023**



Santiago Solanas

CEO Cegid Iberia, Latam & AfricaPT



**SALES
KICK-OFF
2023**

An aerial photograph of a city skyline at sunset. The sky is a mix of light blue and orange, with soft clouds. The city below is densely packed with buildings, many of which are illuminated by the setting sun. In the foreground, a large, ornate building with a curved facade and a sign that says "METRO" is visible. A white rounded rectangle is overlaid on the right side of the image, containing text.

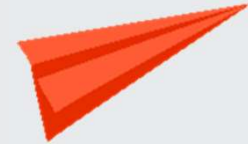
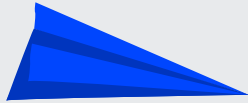
SALES KICK OFF 2023

**SMB & CPA
BU breakout Session**



José Dionísio

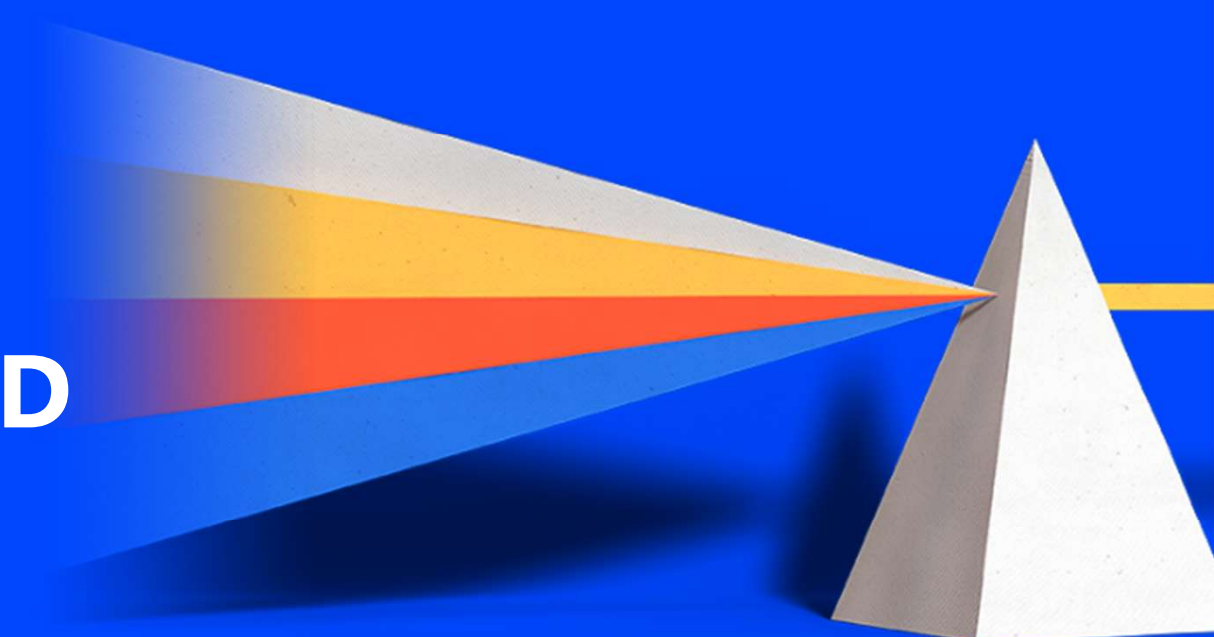
CRO SMB & CPA



**SALES
KICK-OFF
2023**

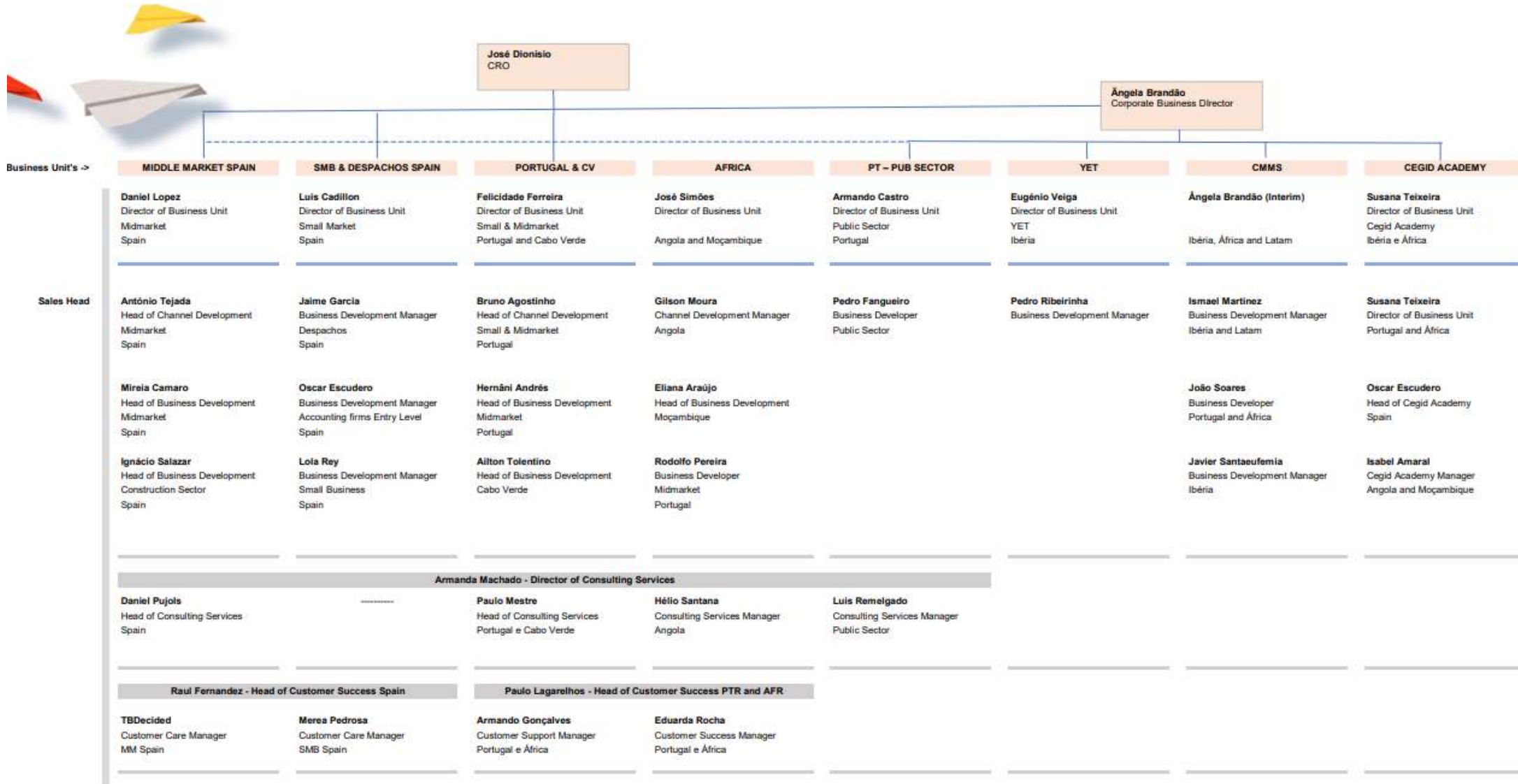
01

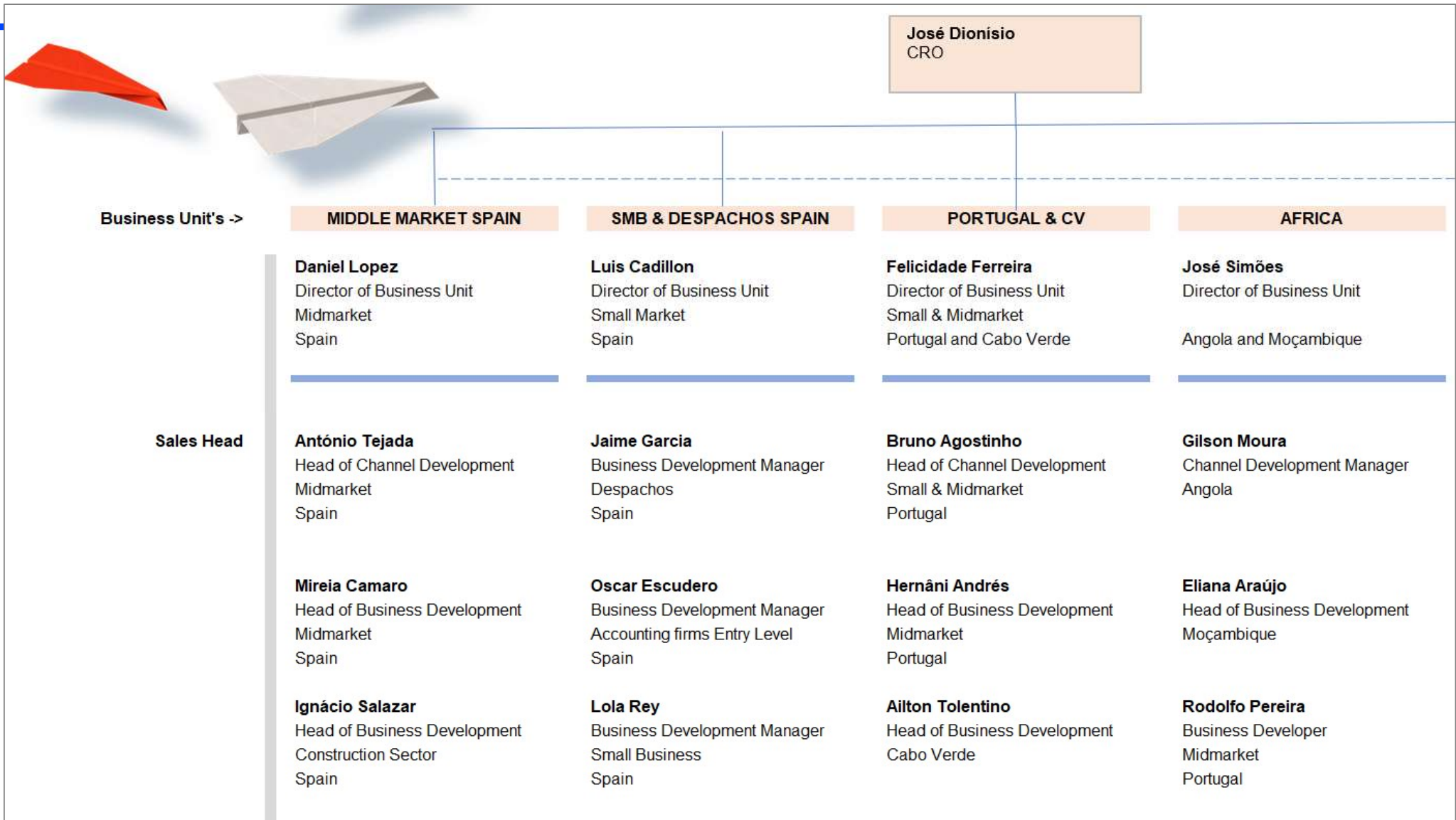
**HOW
WE ARE
ORGANIZED**

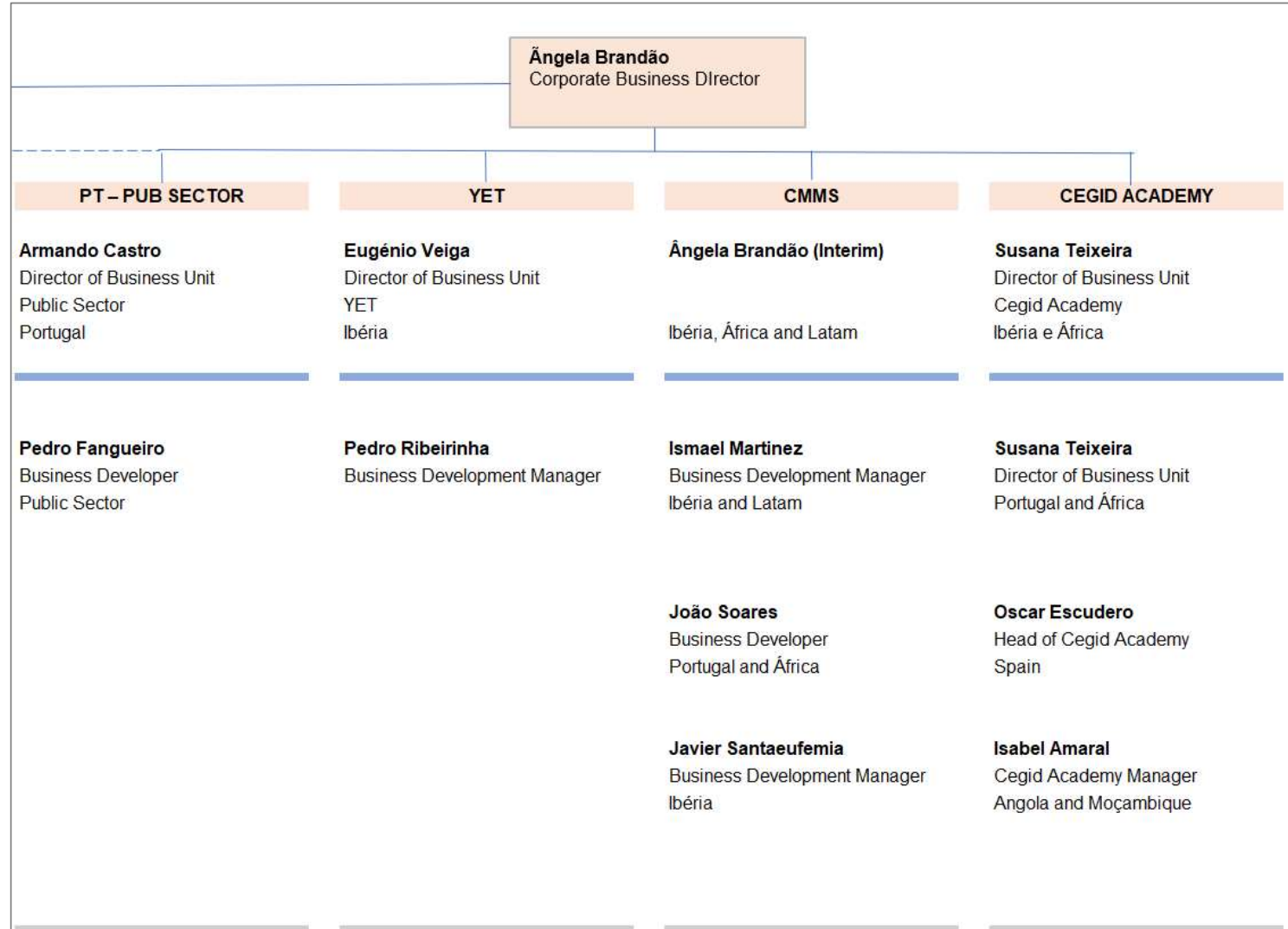


**SALES
KICK-OFF
2023**

SMB & CPA Sales Organization







Consulting and Customer Experience

Improve customer satisfaction, in line with Cegid's CX priorities.

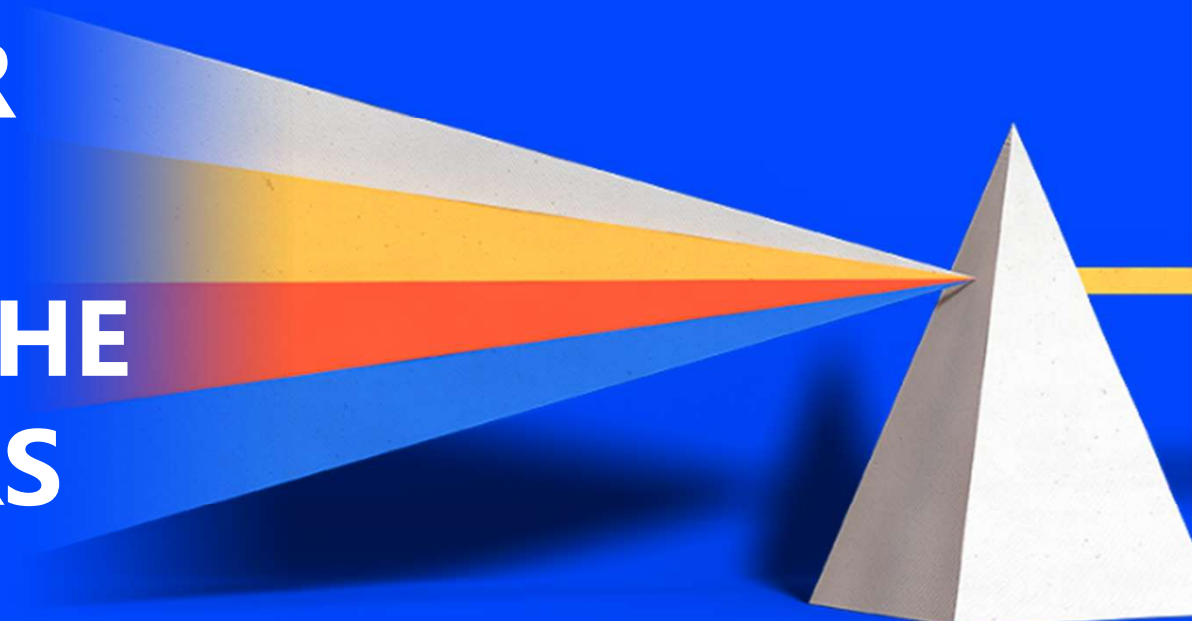
- Develop the Support Center for SMB SP.
- A better Customer Experience to about 30,000 customers.
- Faster on-boarding for more than 7000 new customers that will be won in 2023, only through this BU.
- Good expectation regarding churn rates.

Harmonise strategy, practices and metrics related to **Consulting Services**.

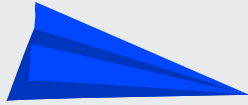
Armanda Machado - Director of Consulting Services				
Daniel Pujols Head of Consulting Services Spain	-----	Paulo Mestre Head of Consulting Services Portugal e Cabo Verde	Hélio Santana Consulting Services Manager Angola	Luis Remelgado Consulting Services Manager Public Sector
Raul Fernandez - Head of Customer Success Spain		Paulo Lagarelhos - Head of Customer Success PTR and AFR		
TBDecided Customer Care Manager MM Spain	Merea Pedrosa Customer Care Manager SMB Spain	Armando Gonçalves Customer Support Manager Portugal e África	Eduarda Rocha Customer Success Manager Portugal e África	

02

LET'S HEAR
& MEET
SOME OF THE
BU LEADERS



SALES
KICK-OFF
2023



Daniel Lopez

Mid Market Business Unit Spain Director



**SALES
KICK-OFF
2023**

01.- 2022 Key Facts & Figures




2022 Key Indicators

+36,1 %
166 New Names

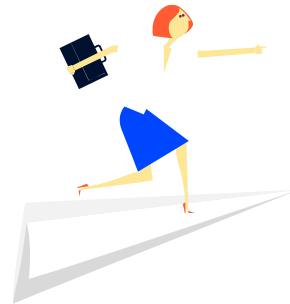
Booking Growth
+25,3 %

+20,4 % **+52,6 %**
Ekon Prosoft

 **€24,3 M**
Revenue - BU

 **+5,8 %**
Ekon

 **+2,0 %**
Prosoft



€18,1 M
ARR GROWTH +11,7 %

**SALES
KICK-OFF
2023**

02,- 2023 Main Targets



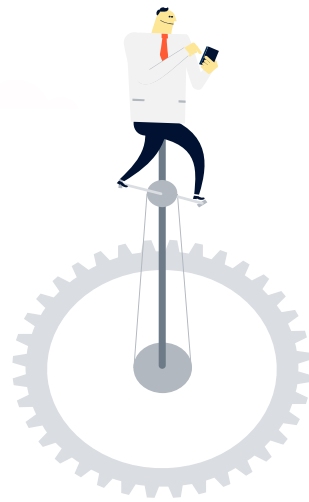
Booking



Revenue



ARR



**SALES
KICK-OFF
2023**

02,- 2023 Main Targets

Booking

€ 4,3M

+21,9 %

Revenue

€ 27,8 M

+11,2 %

ARR

€ 21,2 M

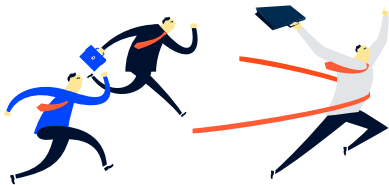
+16,5 %



Winning (What & Where)

- New Customers +280
- New Partners +15
- Retention < 4%

"To be the leader in our country and in our market segment"



Tools (How)

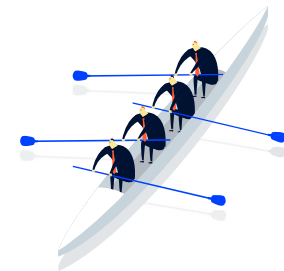
- FC / RFC Methodology
 - Sales Process – Pipe Accuracy
 - Mkt Campaigns – CRM Supported
 - End to End Funnel
 - Competition - Competitors
- "Knowing how we can reach our goals" – COMOcimiento



Team (Who)

- Sales Competences & Skills
- Team Spirit Culture
- Intent Based Leadership

"Creating Leaders instead followers"



**SALES
KICK-OFF
2023**

The only thing constant is change

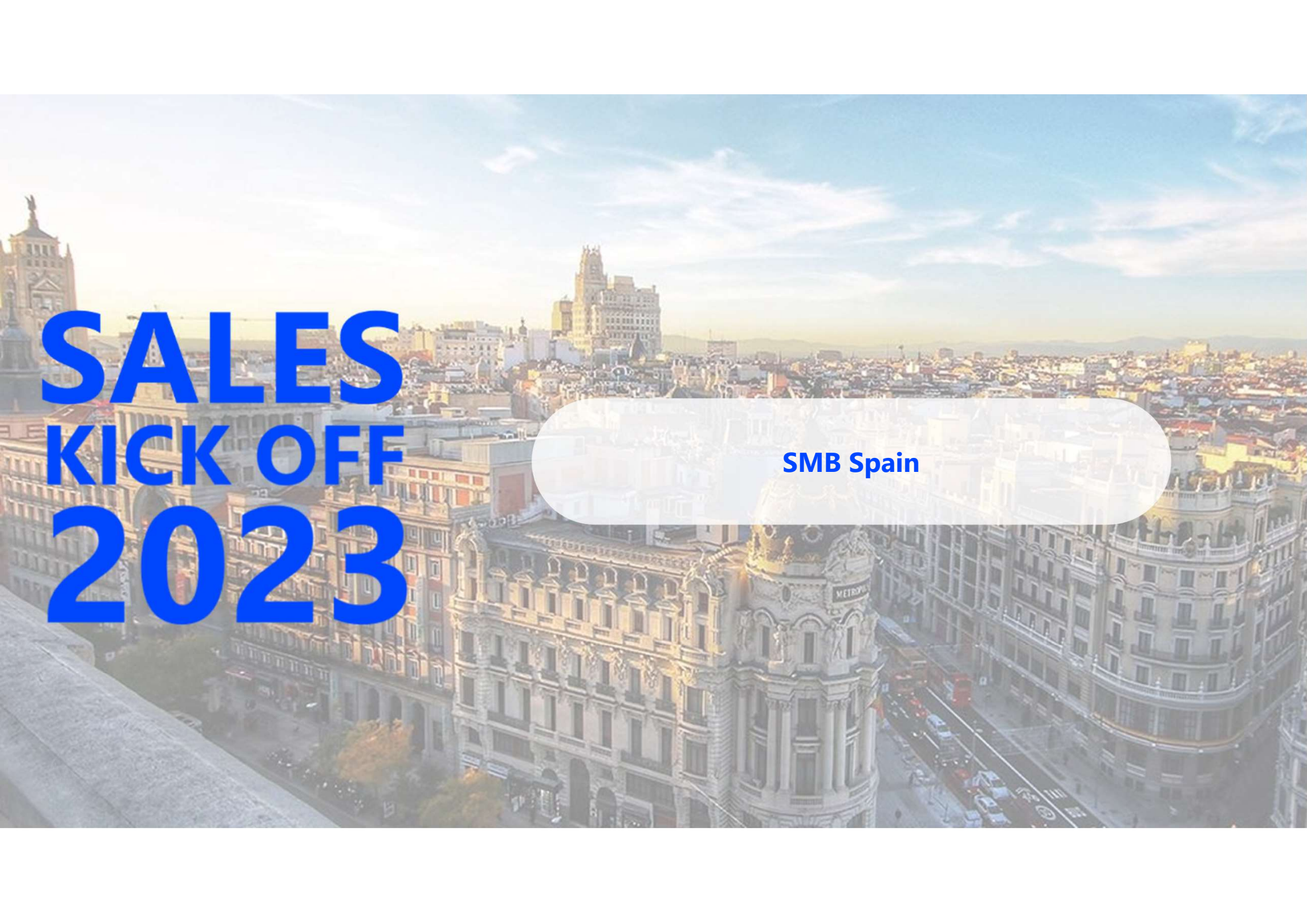
TIME FOR CHANGE

Whatever it is that got you to where you are today, it may not be enough to keep you there

▶ "It is not the strongest species that survives, nor the most intelligent, but the one that is most responsive to change" **Charles Darwin**



▶ "Mis Ganas Ganan". **Elena Huelva - Influencer**



SALES KICK OFF 2023

SMB Spain



Luís Cadillon
Director of SMB Spain



**SALES
KICK-OFF
2023**

From 2022 to 2023

2022

5 companies

Billage

ContaSimple

Clube del Asesor

Diez

GSE

Profiture



2023

1 Business unit

2 Business areas

SMB Spain

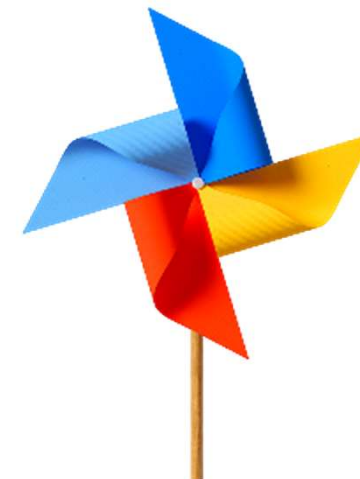
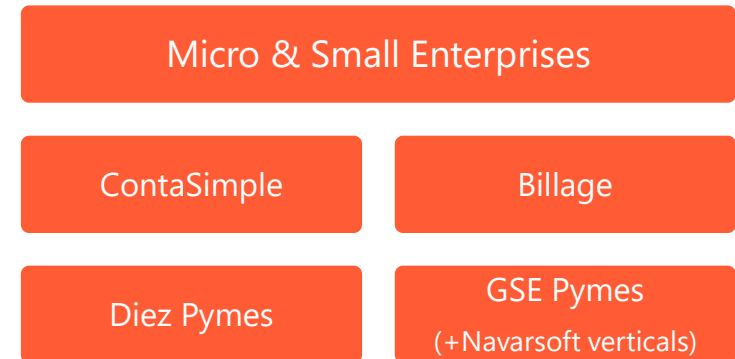
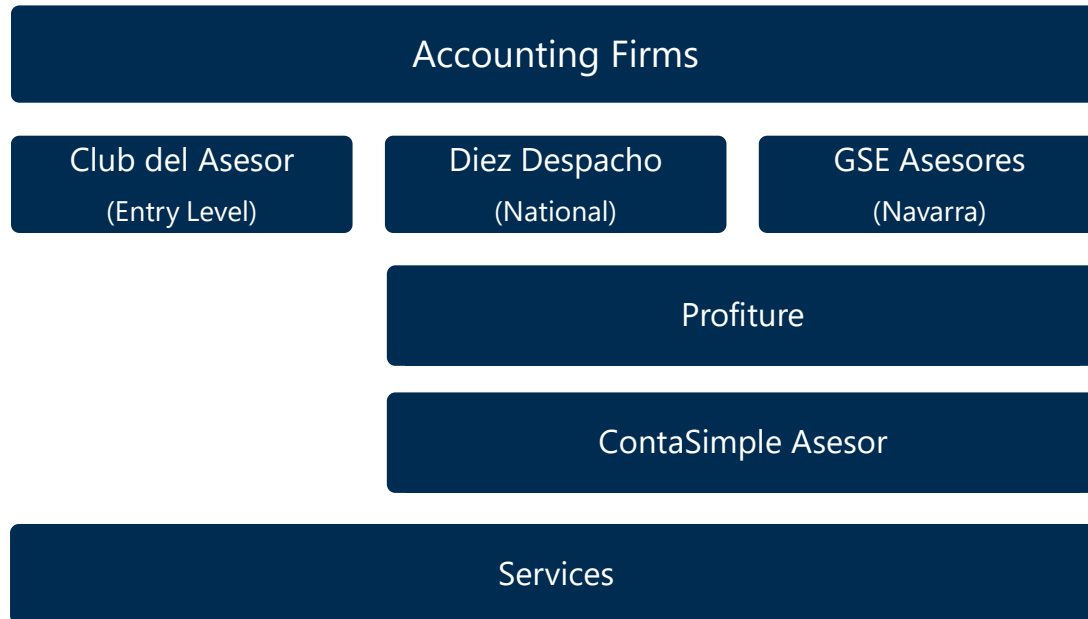
Accounting Firms

Micro & Small Enterprises



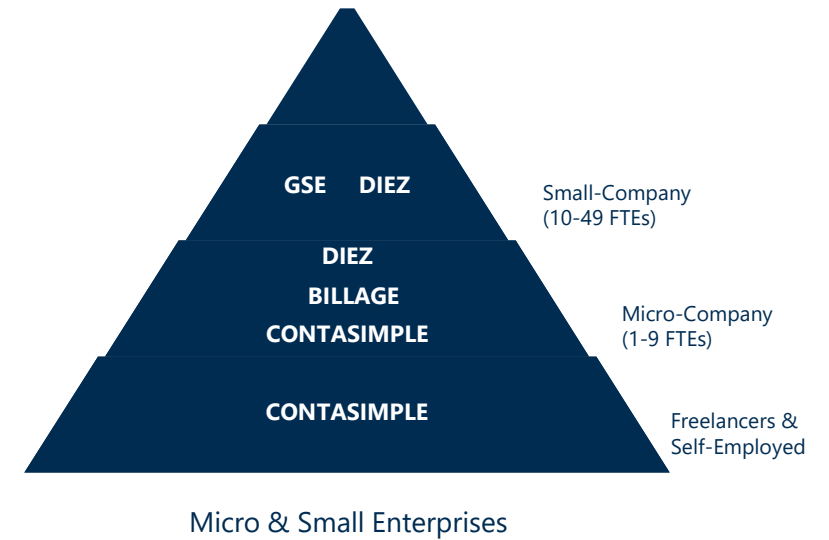
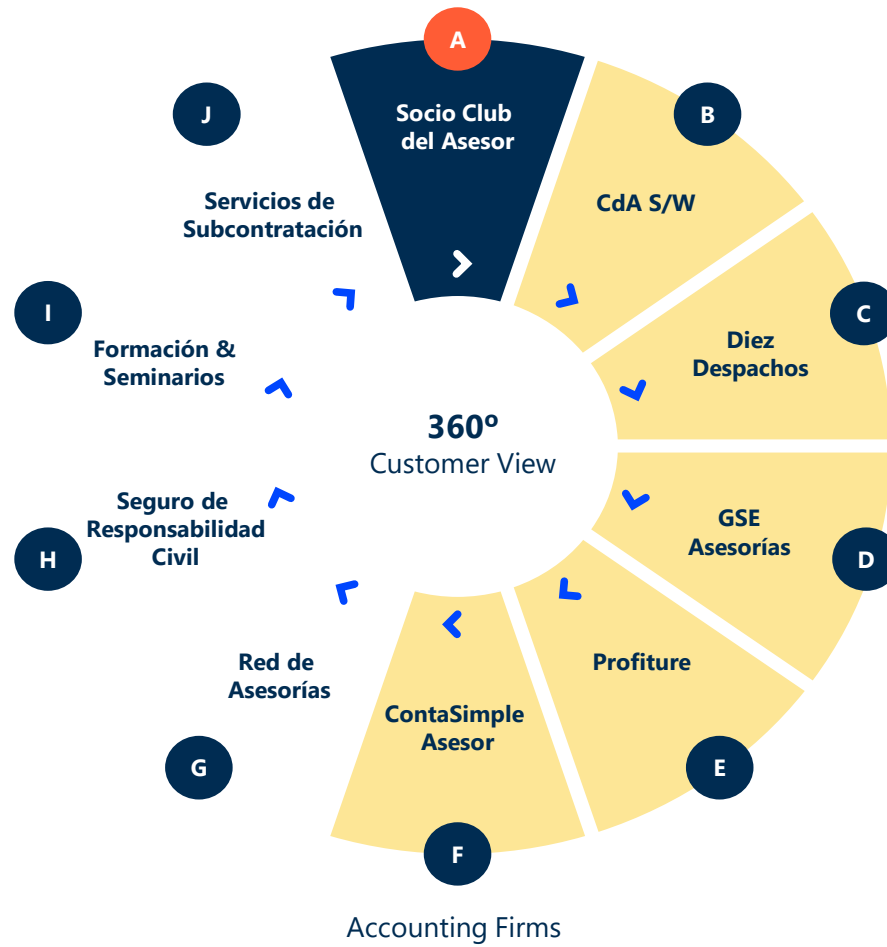
**SALES
KICK-OFF
2023**

Portfolio organization by business areas

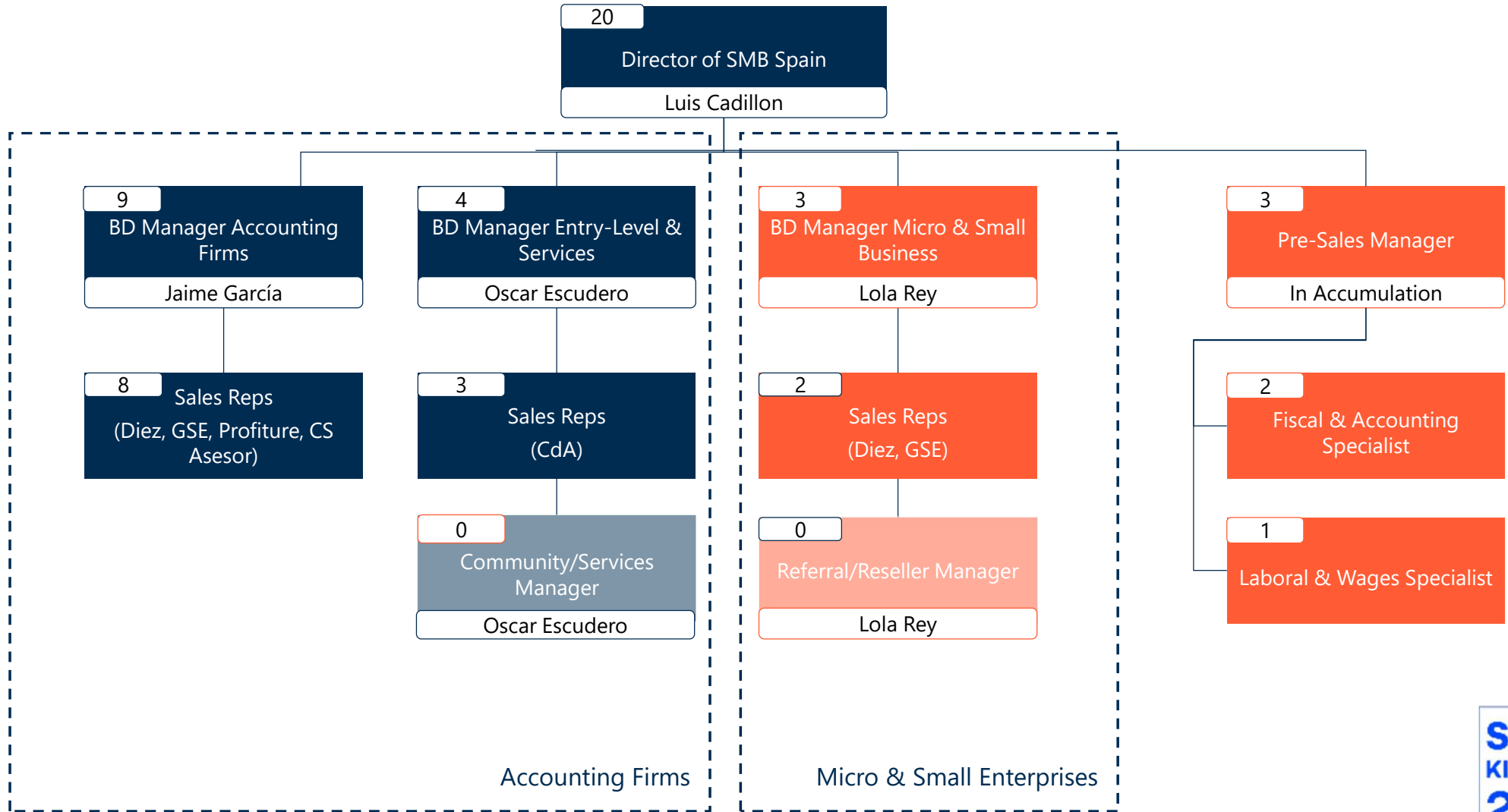


**SALES
KICK-OFF
2023**

Portfolio organization by customer



Team organization by business areas



2023 KPI Targets



Revenue

14,4m€

+ 18.2%



ARR

15,7m€

+ 17.7%



Bookings

4,7m€

+ 9.5%



New Logos

7.301

+ 2.5%

**SALES
KICK-OFF
2023**

2023 – Our priorities



**With a GREAT TEAM,
the RIGHT STRATEGY,
we will achieve all
OUR GOALS**



Bookings

New wins, Upsell/Crosssell & migrations



Sales strategy

Product portfolio & business models strategy



Team

Specialization, increase skills, training and recognition

**SALES
KICK-OFF
2023**

Our Help



**Let's WORK TOGETHER
and ALIGNED to be
RECOGNIZED**

**... with standardized
process and tools**



Marketing

Leads generation, solution presentation, local events and CRM standardization



Product

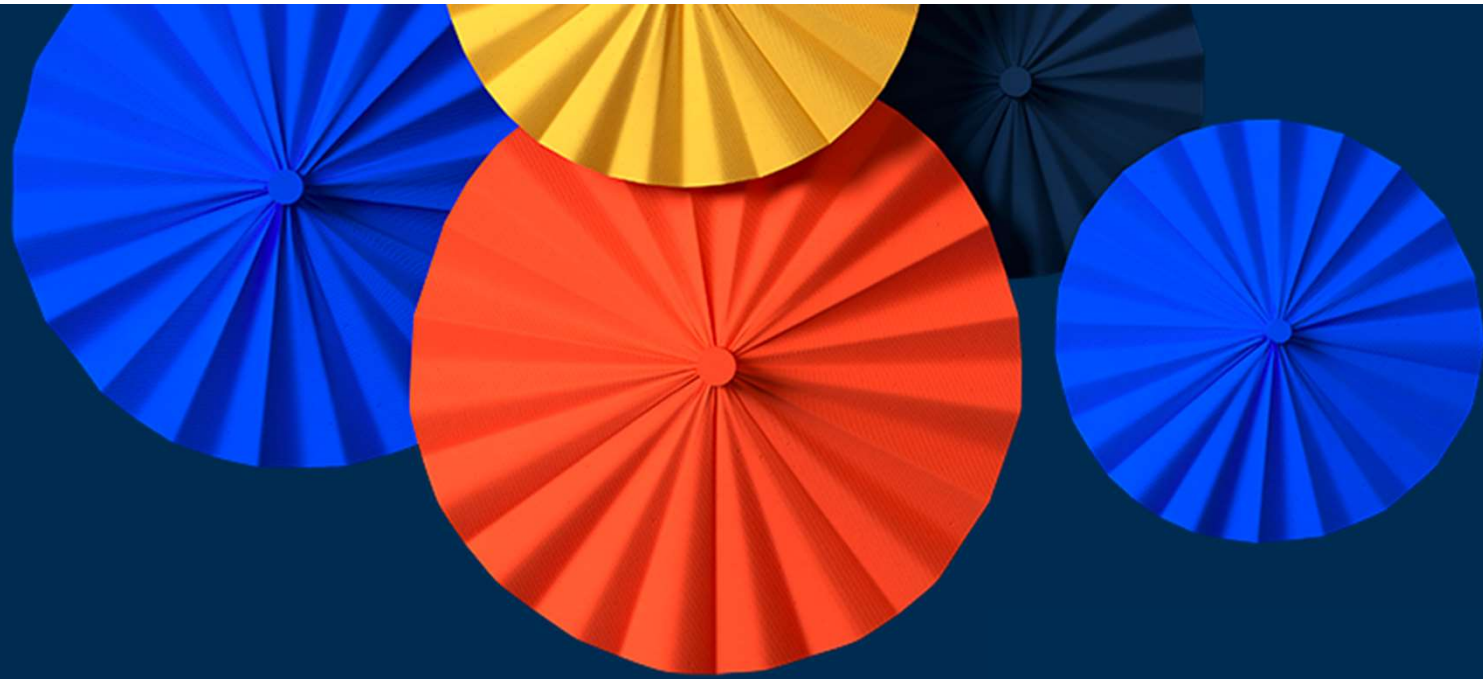
Quality, functionalities differentiation, benchmarking and product roadmap



Customer Success & Support

Quick and successful onboarding, better customer experience, support and churn management

**SALES
KICK-OFF
2023**



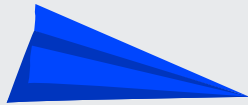
Thank you and let's grow TOGETHER...

TOGETHER, make more possible

**SALES
KICK-OFF
2023**



Felicidade Ferreira
Small & MidMarket
Portugal & Cabo Verde



**SALES
KICK-OFF
2023**

Targets 2023 – Primavera+ Eticadata+ Synergie

ARR

25,9M

BOOKINGS

3,2M

NEW CUSTOMERS

+3063

REVENUE

32,6M

MIGRATION

5%-10% ERP clients

PARTNERS

+10 new partners

**SALES
KICK-OFF
2023**

Priorities

1

Bookings

2

Migration

3

Partners



**SALES
KICK-OFF
2023**

1 Bookings

New Customers

A large market to conquer

- SAGE
- PHC

EKON in Portugal

Lead Generation

- Marketing
- Sales team

Upsell & Cross-sell

Work together with partners

- Continuous work
- Research work

Eticadata « big customers »



2 Migration



Subscription Project



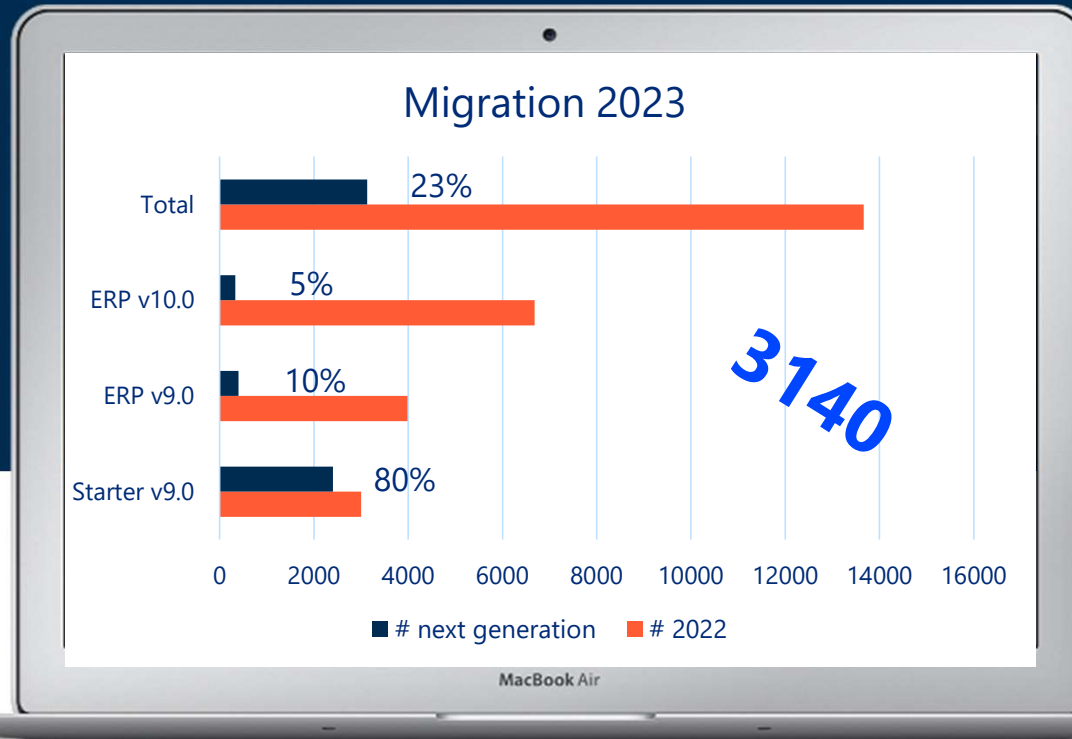
- Next generation version
- New features
- Everyone's project
- Well defined target



Migration to subscription



Migration target



**SALES
KICK-OFF
2023**

3 Partners

Find new partners

Experienced partners that represent other brands

Cloud partners

Requalify & Restructure

Transform our partner's business

Separate between small and mid market partners

Invite partners to leave if they are not committed



**SALES
KICK-OFF
2023**

Company key project



Retain customers

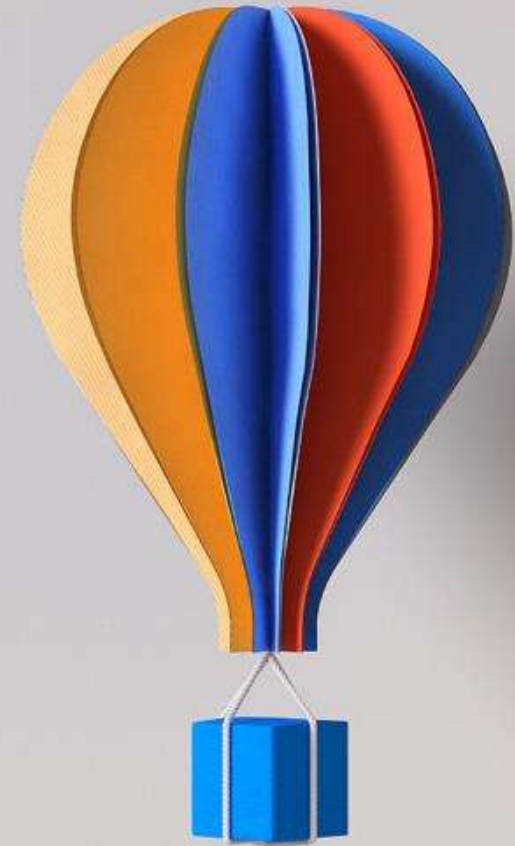
- *To reduce churn*
- *Increase customer satisfaction*

Tools & Reporting

Clear product portfolio

Increase product quality

Thank you
Obrigada
Gracias
Merci



SALES
KICK-OFF
2023



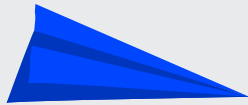
SALES KICK OFF 2023

**AFRICA
ANGOLA & MOZAMBIQUE**



Jose Simões

Territory Manager Angola & Mozambique



**SALES
KICK-OFF
cegid
2023**

DRIVERS FOR AFRICA

1

LEADERSHIP

CEGID PRIMAVERA
and
CEGID ETICADATA



1

AMBITION

WANT TO DO BETTER



1

TRANSFORMATION

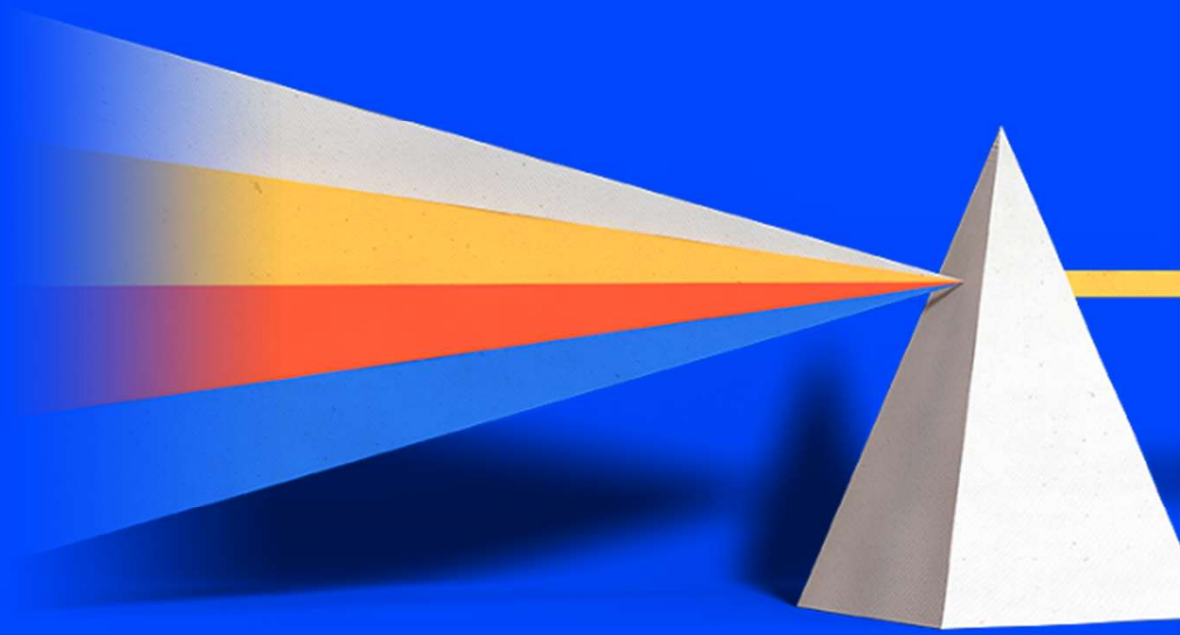
NEW CHALLENGES TO GROW
(AO) Taxation is no longer the main driver of change.
(MZ) Waiting for TAX changes...



**SALES
KICK-OFF
2023**

01

ANGOLA



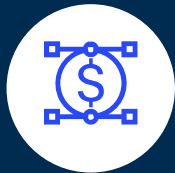
SALES
KICK-OFF
2023

FOCUS ANGOLA



#New Customer & Installed Base (ARR)

Increase customer **acquisition** capacity, in all market segments.
Working on the **installed base**, both in (+) up-selling and avoiding (-) churn.



High Market (BOOKINGS)

Angola's results are dependent on winning over **major clients**.
This should be our **top** priority.



Recycling the Partner Channel

If we want to grow, we need to increase the skills available in the Partner Channel.



SALES
KICK-OFF
2023

ANGOLA 2023



HOW ?

- Increase customer **acquisition** capacity, in **new market segments** (banking, insurance, oil), with verticals/specialized products.
- **UpSelling** in our current customers, through specialization/advisors' areas (Industry/...).
- **Increase** customer wins in the Entry-Level/Small Market to maintain customer **win ratios** with NEW PRODUCTS (**Cloud**) and CEGID ETICADATA.
- Exploring sectors with **reference** : Accounting, Retail with specialized products (**Primavera Accounting Automation + Saft OnLine**).



BUDGET 2023

€9,1 M Revenue
53% Recurrent Revenue
+11% Recurrent Growth YoY

€5,4 M ARR
+19% ARR

€0,7 M Bookings

€1,9 M Licence

€2,4 M Services
€ 2,0 M Consulting
€ 0,4 M Academy



ANGOLA : Win Plan

BOOKINGS

Customer Experience

Winning over more customers with SSA, SaaS/Cloud and CSA licenses.

Strengthening the DNA of the PRIMAVERA ecosystem, making it more **Hunter** than Farmer.

Reducing **CHURN**

Non-Recurring

Quality Services

CONSULTING

Large Account Acquisition.

Up-Selling and Cross-Selling with Vertical/Specialized Products.

ACADEMY

Self Learning for CEGID PRIMAVERA/ETICADATA.

Executive Programs.

SQLs

Marketing

Focus on Lead generation, with quality.

CEGID Brand in Africa.

Digital Talks.

Boosting product influencers.

PARTNERS

Recycling

Increase skills.

Customer acquisition (Hunter).
Installed Base (Up-Selling/Cross-Selling).

Boosting the Partner Channels of CEGID PRIMAVERA and CEGID ETICADATA.



**SALES
KICK-OFF
2023**

02

MOZAMBIQUE



SALES
KICK-OFF
2023

MOZAMBIQUE 2023



HOW ?

- **Monitor** and **support** the tax changes that are planned, in order to recover the ARR.
- **UpSelling** in our current customers, through specialization areas in ERP and Training (CEDIG Academy).
- **Increase** customer wins in the Entry-Level / Small Market to maintain customer win ratios with CEGID ETICADATA and CEDIG PRIMAVERA.
- Exploring Sectors with **reference** : Accounting, Retail.



BUDGET 2023



€1,7 M Revenue
68% Recurrent Revenue
+30% Recurrent Growth YoY

€1,2 M ARR
+15% ARR

€0,1 M Bookings

€0,4 M Licence

€0,1 M Services



MOZAMBIQUE : Win Plan

BOOKINGS

Recover Customers

Winning over more customers with SSA, SaaS/Cloud and CSA licenses.

There are many customers with the Contract **cancelled**, and it will be an opportunity to reactivate in Subscription.

Non-Recurring

Quality Services

CONSULTING

Customer Satisfaction.

ACADEMY

Technical training for our partners, in line with tax changes.

Self Learning.

SQLs

Marketing

Focus on Lead generation, with quality.

CEGID Brand in Africa.

Digital Talks.

PARTNERS

Recycling

Increase skills.

Customer acquisition (Hunter).

Taking advantage of tax changes

Boosting the Partner Channels of CEGID PRIMAVERA and CEGID ETICADATA.



**SALES
KICK-OFF
2023**

03

AFRICA



**SALES
KICK-OFF
2023**

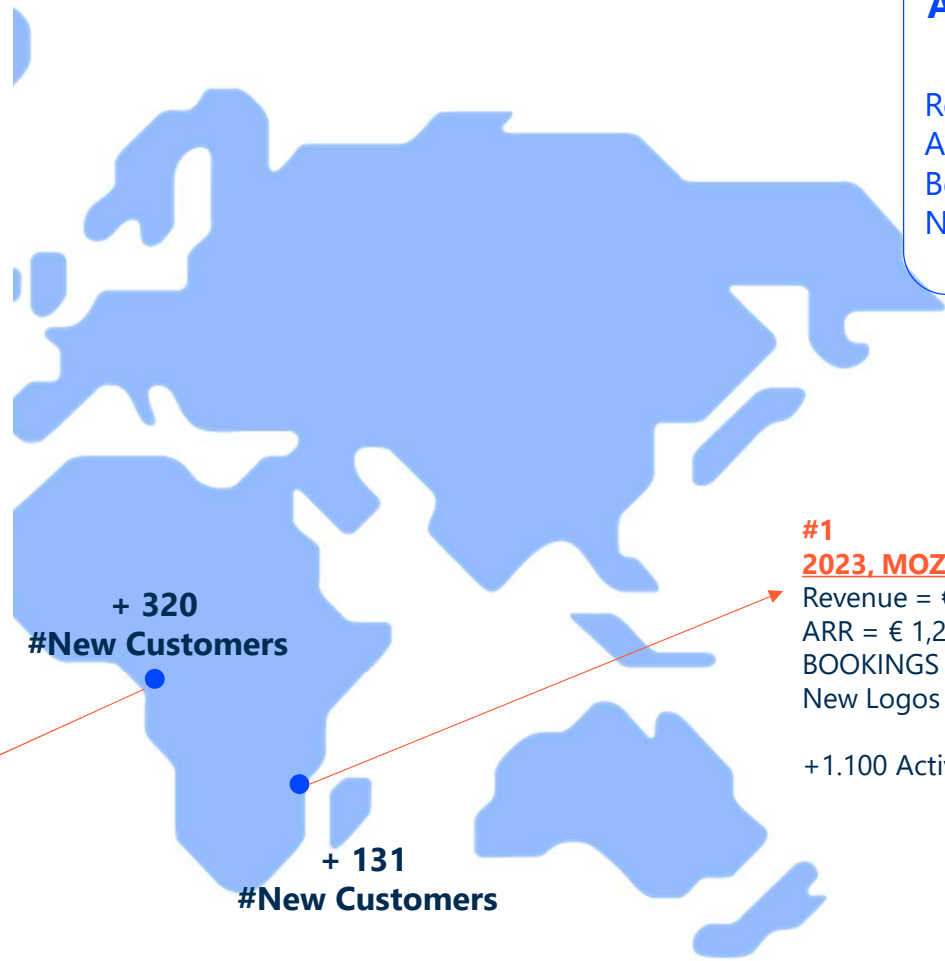
AFRICA



**CEGID
PRIMAVERA**

**CEGID
ETICADATA**

ÁFRICA AO.MZ	
Revenue	10,8m
ARR	6,6m
Bookings	0,9m
New Logos	451



**#1
2023, ANGOLA**
Revenue = € 9,1 M
ARR = € 5.4 M
BOOKINGS = € 0,8 M
New Logos = 320

+3.400 Active Customers

**+ 320
#New Customers**

**#1
2023, MOZAMBIQUE**
Revenue = € 1,7 M
ARR = € 1,2 M
BOOKINGS = € 0,1 M
New Logos = 131

+1.100 Active Customers

**+ 131
#New Customers**

An aerial photograph of a city, likely Madrid, showing a mix of classical European architecture and a prominent modern skyscraper in the distance. The sky is blue with light clouds, and the sun is low, creating a warm glow. The foreground shows a street with cars and a building with a 'METRO' sign.

SALES KICK OFF 2023

**Public Sector, YET, CMMS,
Academy & Consulting**

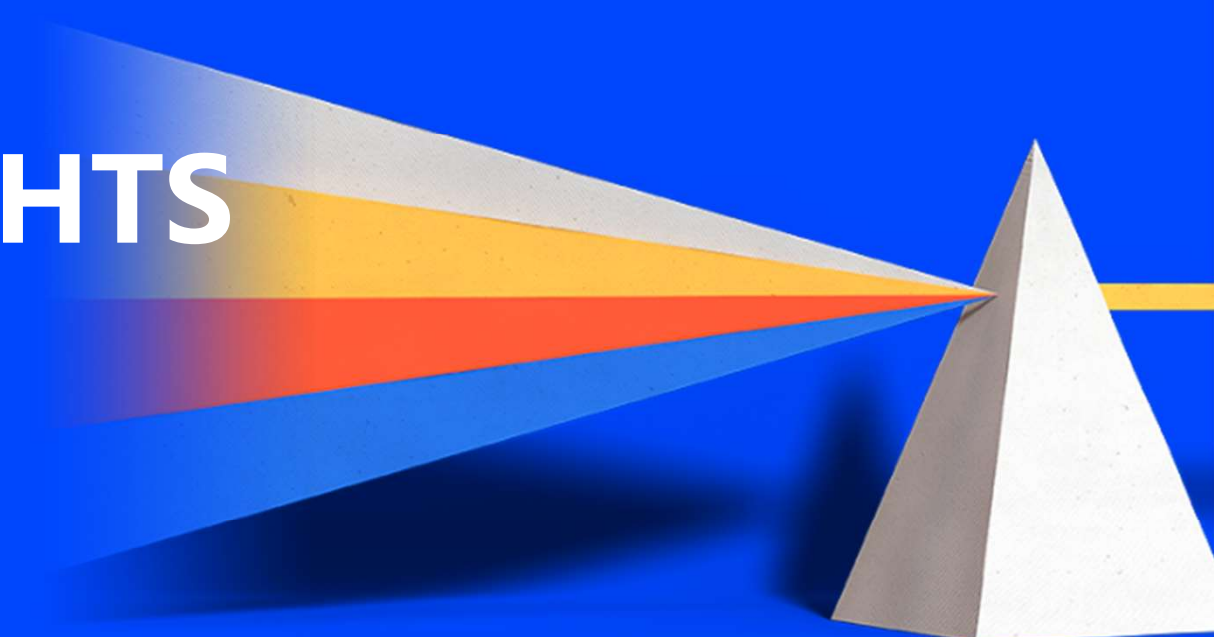


Ângela Brandão
Corporate Business Development



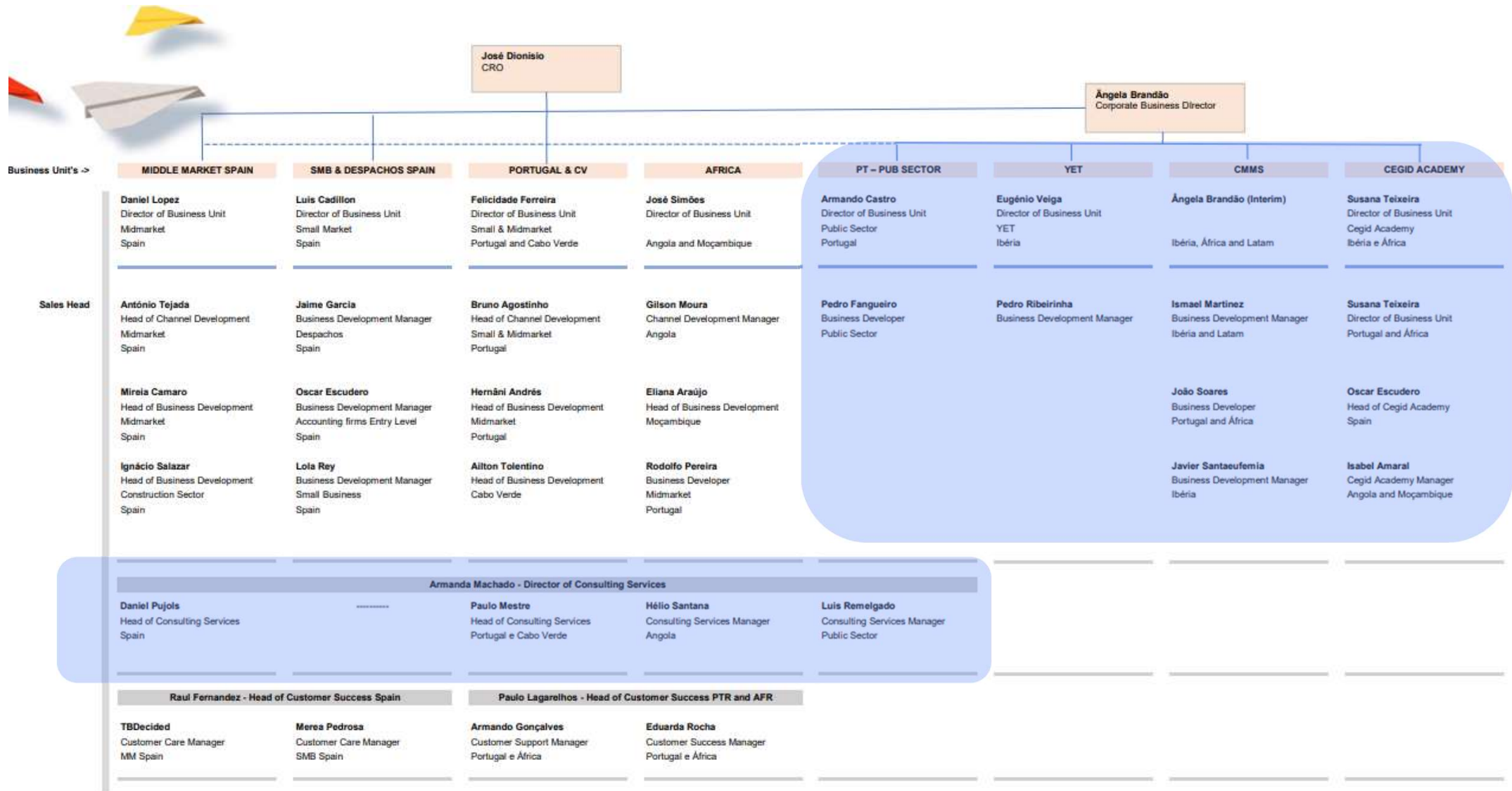
01

**HIGHLIGHTS
2022**



**SALES
KICK-OFF
2023**

Go to market organization SMB & CPA



Leadership Team



**Armando
Castro**

PUBLIC SECTOR

Portugal



**Eugénio
Veiga**

YET

Portugal



**Ângela
Brandão (int.)**

CMMS

Iberia, LatAm&Afr



**Susana
Teixeira**

ACADEMY

Iberia,Africa



**Armanda
Machado**

CONSULTING

Iberia,Africa

**SALES
KICK-OFF
2023**

New Customers in 2022



All BUs achieved business objectives in 2022!!

Public Services

Revenue **3.574 k€**
ARR **952 k€**
Bookings **96 k€**

+6% Plan | +17% PY

YET

Revenue **2.130 k€**
ARR **1.553 k€**
Bookings **704 k€**

+7% Plan | +29% PY

Valuekeep

Revenue **1.104 k€**
ARR **874 k€**
Bookings **279 k€**

+ 14% Plan | +27% PY

Academy PT&AF

Revenue **1.533 k€**

+9% Plan | +17% PY

Consulting PT&AF

Revenue **4.888 k€**

+7% Plan | +10% PY

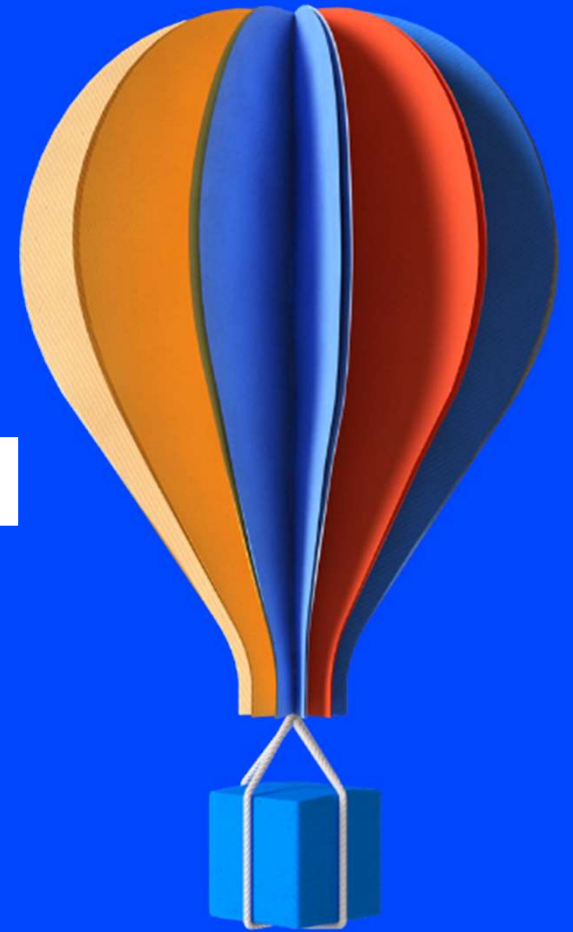
* ARR valores provisórios



**SALES
KICK-OFF
2023**

02

HOW TO GROW IN 2023



**SALES
KICK-OFF
2023**

2023 – Our Business Objectives



Revenue BUs

10,0 m€

+17%



ARR

5,8 m€

+15%



Bookings

1,8 m€

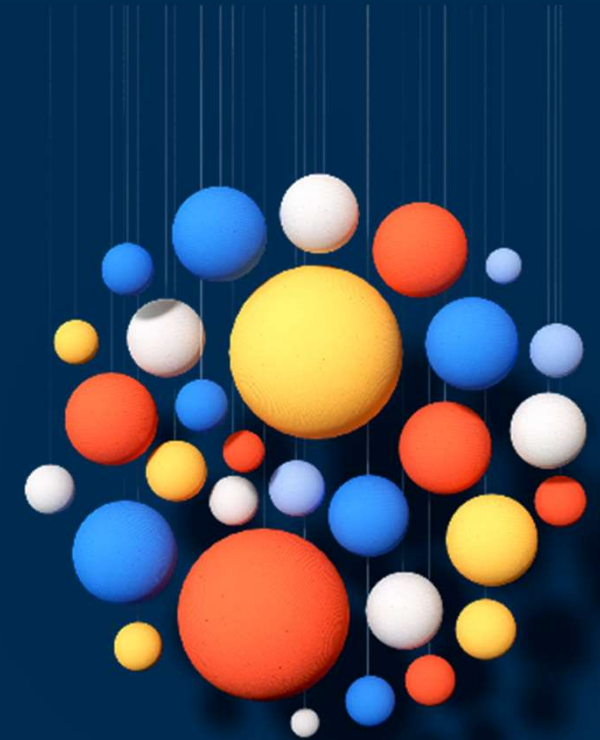
+10.0%



New Logos

1 060

+15%



**SALES
KICK-OFF
2023**



Leverage current market opportunity

E-invoicing **mandatory for public contracts** in Portugal and qualified electronic signature will be for 2024
Similar obligations are foreseen for France and Spain in the next years



Sustain growth of number of customers

Focusing on new customer acquisition, even smaller
Improve experience and contract management to reduce churn



Integration of YET platforms with more Cegid solutions


Product development for **Eticadata, EKON** and **Prosoft**



YET - Portugal


ARR

2 092 k€
+35%




BOOKINGS

941 k€
34%



Revenue

2 372 k€
+32%



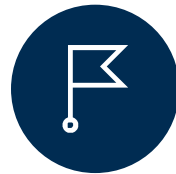


CMMS Valuekeep & Gestiona



Integration of Valuekeep and Gestiona

- Build **common team** for Iberia and Latam
- Unify and launch new processes and tools for G3W
- Update product roadmap and refine market focus



Accelerate business growth

- **Better lead generation** and new customer acquisition for both brands
- Improve **customer experience** to reduce churn and increase upselling
- Complete **migrations** of Valuekeep customers to V3



Develop cross-selling opportunities

- In Cegid installed base and partner network, **across the world!**

**SALES
KICK-OFF
2023**

CMMS – Iberia, LatAm, Africa PT

ARR

2 743 k€

+28%



BOOKINGS

760 k€

21%



Revenue

2 882 k€

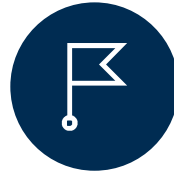
+23%



**SALES
KICK-OFF
2023**



PUBLIC SECTOR



Focusing on ARR growth

- New Customer acquisition and upselling
- Launch ERP PS V10 **Subscription** (to be analysed)



Cross-selling of Cegid solutions

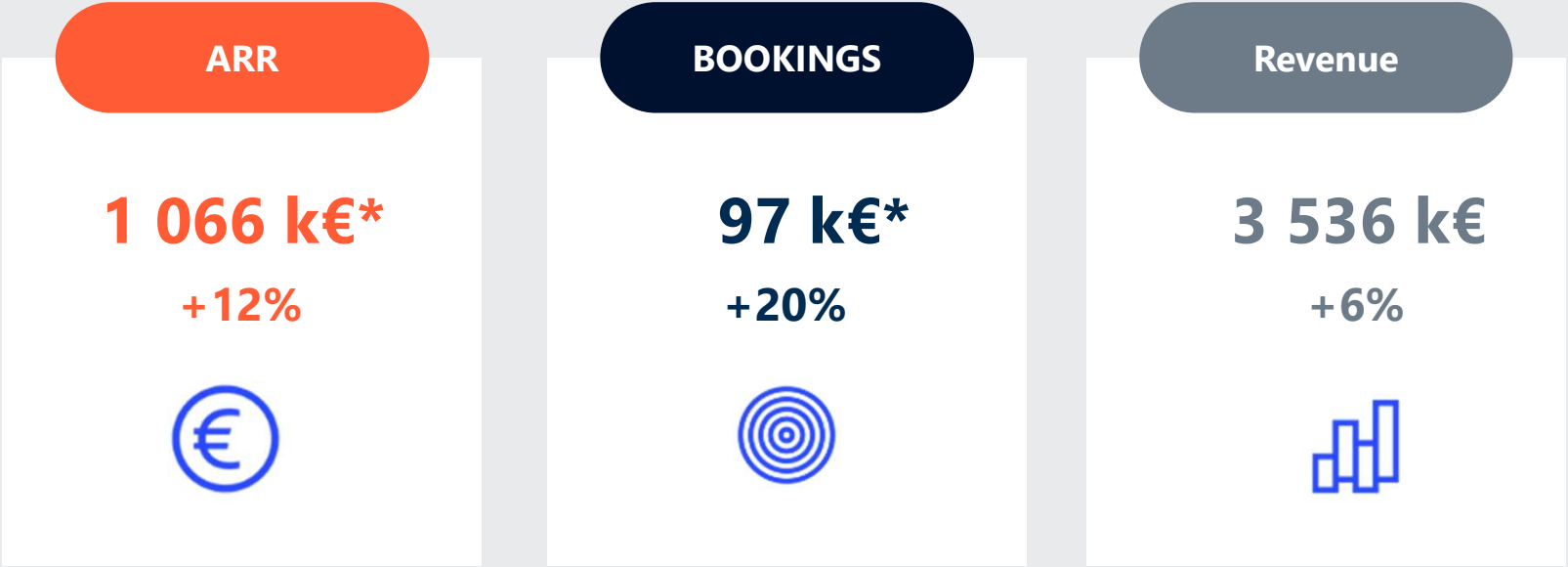
- Primavera **SaaS solutions** – OMNIA, YET and Valuekeep
- Cross-selling of other Cegid solutions or partners



Complete migration of customers ERP v9 to v10

- **Large customers** with high level of customization

PUBLIC SECTOR – Portugal & Cabo Verde



* ARR & Bookings only ERP-Public Sector





**ACADEMY
PT & AFR**



Launch Cegid Academy across Iberia

- **Integration of Eticadata**, for partners and business generation
- Delivery of the **EKON training** courses in Portugal



Boost recurrent revenue

- Accelerate the transformation of the offer to **self-earning**
- Boost **Learning-as-a-Service** line of business



Support partners with new certified Cegid professionals

- Introduce + **160 new professionals** certified by Intensive Programs

**Total Revenue
1.9 m€**

**SALES
KICK-OFF
2023**



CONSULTING Iberia & Africa

Total Revenue
13,7 m€



Successful merge of practices across Iberia

- Integration of Eticadata in PT and Prosoft in SP
- **One Cegid Methodology**, unify processes and practices



Support partner development strategy

- Adjust practices to more & more **partner collaboration** in MM Spain
- Contribute to a successful **launch of EKON** in Portugal



Active contribution for ARR growth

- Focus the most valuable ARR customers and opportunities
- Contribute to the **upselling bookings** on vertical solutions

**SALES
KICK-OFF
2023**

What is necessary from **WE ALL?**



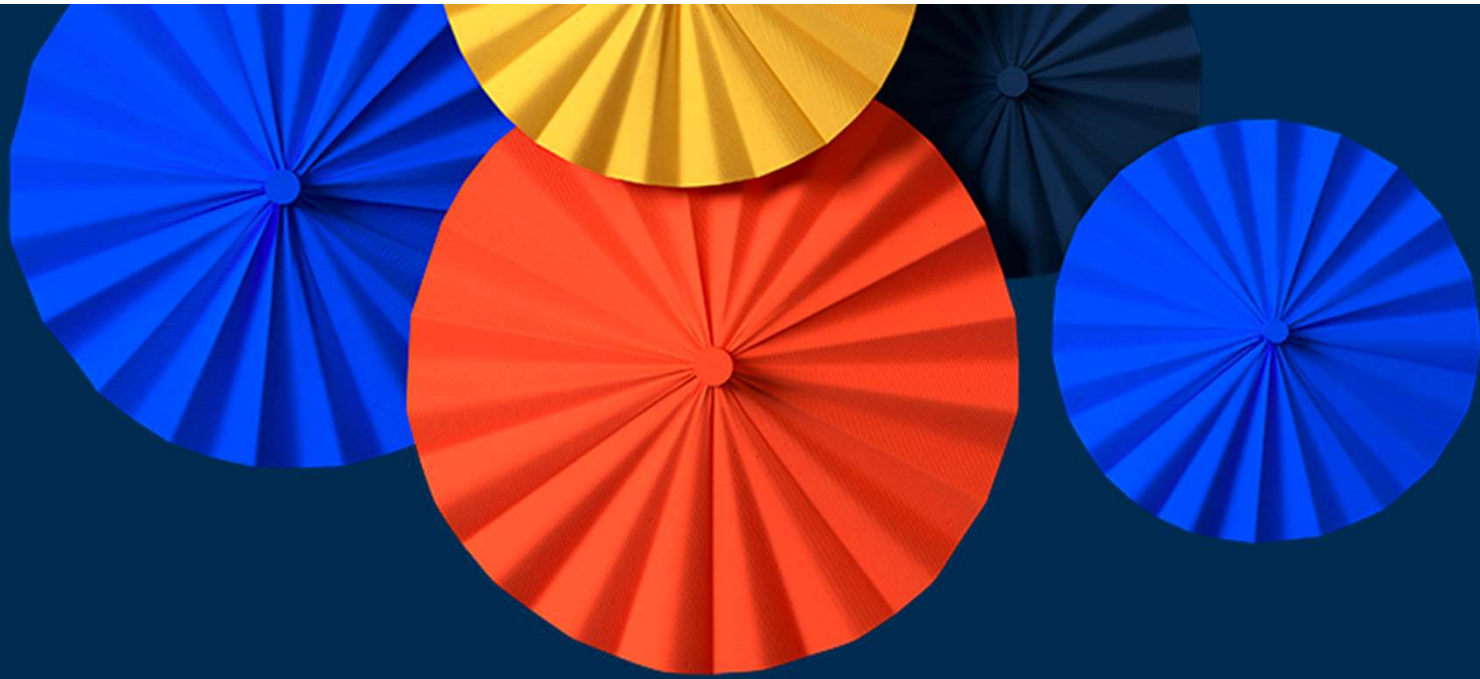
**Be inspired by
our customer**



**Never stop
exploring**



**Be Committed
together**



SALES
KICK-OFF
2023



Jorge Batista
Chief Technology Officer



**SALES
KICK-OFF
2023**

Product Strategy & Roadmap update



Jorge Batista | CPO, CTO

**SALES
KICK-OFF
2023**

Make more possible!



**SALES
KICK-OFF
2023**

Where do we want to go by 2026?

**To be the #1 business software
platform**

**in the Iberian, LatAm and Portuguese speaking
African markets... in every segment, in every country**

**SALES
KICK-OFF
2023**

Where do we want to go by 2026?

€375m
revenue

230m€
organic

> 80%
SaaS + subscription

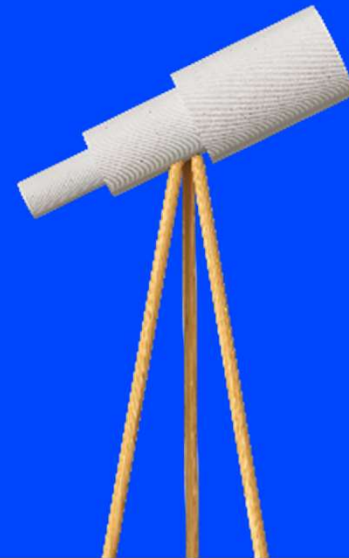
**SALES
KICK-OFF
2023**

Where do we want to go by 2026?

**Together with
our partners!**

**SALES
KICK-OFF
2023**

PRODUCT STRATEGY BUILDING BLOCKS



cegid

Cloud First

Build innovative cloud solutions on top of our accumulated business experience. Expand existing cloud solution cross-border



**SALES
KICK-OFF
2023**

Perform and Transform

Perform and transform businesses,
specially the ones using our onprem
products, delivering clear migration path



**SALES
KICK-OFF
2023**

Extended Enterprise

Extend customers business coverage applying up-sell/cross-sell and a connected services strategy



Partners/3rd Apps

- Build extensible products & tools for partners
- Use app store for tech Partners to deliver complementary solutions/services



Apply Intelligence

Deliver a 'crystal ball' to every single customer, by building a power full ecosystem and applying a data strategy



Best in classe public cloud

Focus on fast product delivery, scale & elasticity, security & compliance, business recovery, business continuity and innovation



Two main areas (BUs): Mid-Market/SMB



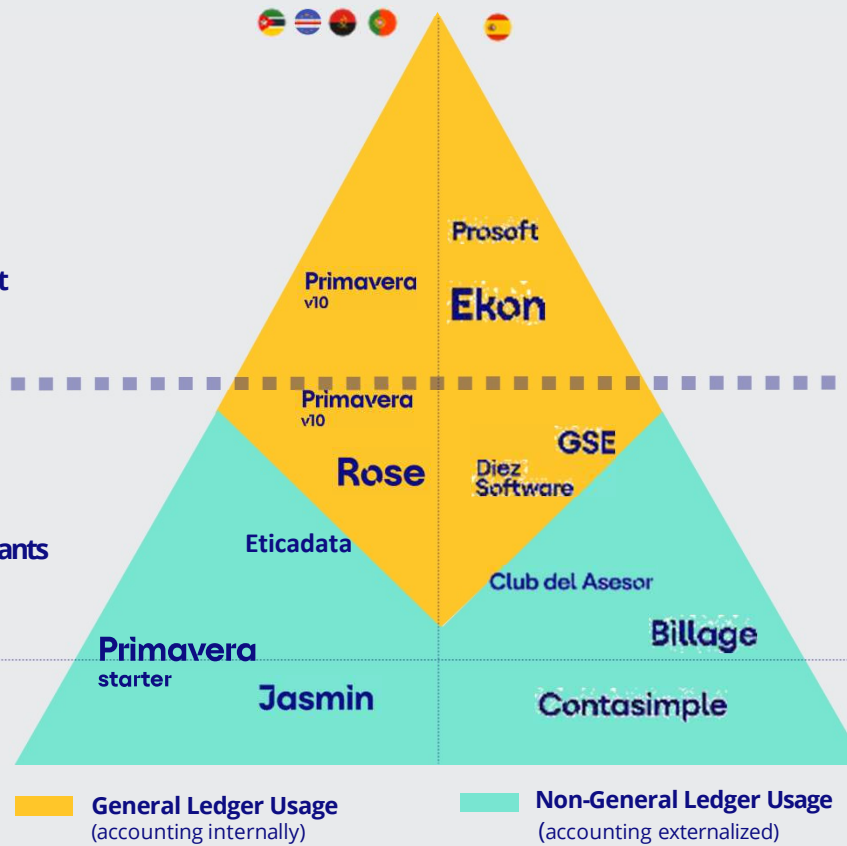
Mid Market



SME / Accountants



Entry-Level



+ Point Solutions

Mid-market

- EyePeak (WMS)
- OMNIA (Low_Code)
- Menfis (Budgeting)

Small-Market

- Profiture (Performance)
- Saftonline (RPA)
- Autogest (Oficinas)
- Suite (Hoteis)

*Valuekeep (CMMS), Gestiona3 (CMMS), YET (EDI): Innovation Factory Policies/Tools/Frameworks to be applied

Innovation Factory Organization / 263 innovators

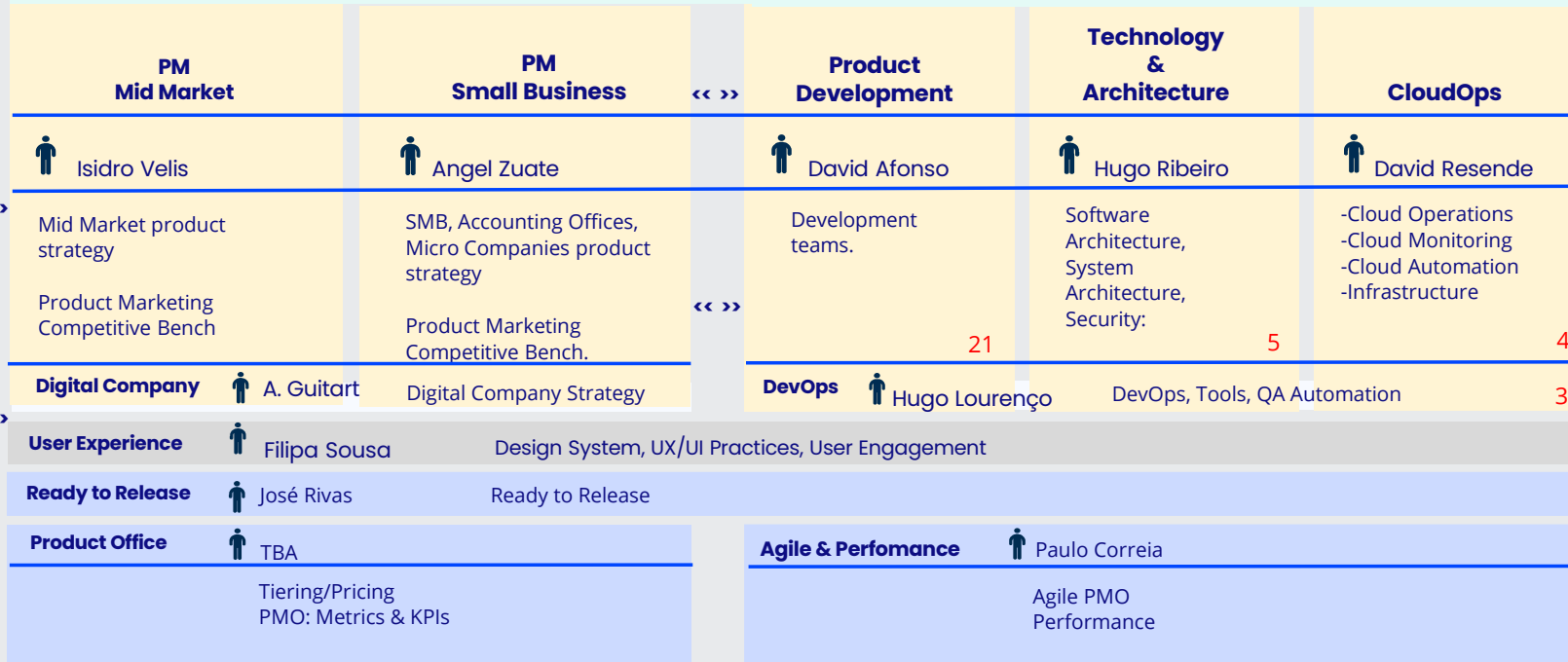
<< CMO >>

<< CPO / CTO >>
(Jorge Batista)

<< CRO >>

Product Strategy

Product Engineering



Other inputs

Competitive Intelligence
Sales Support
Customer-Satisfaction
Partners Academy

Sales / Customer Care

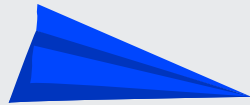
Pre-Sales, Sales, Customer Care, Renewals

- Number of Scrums Teams



Isidro Velis

Product Management Director
(Mid Market Solutions)



**SALES
KICK-OFF
2023**

01

**MID MARKET
NOVEDADES 2023**

**SALES
KICK-OFF
2023**

22 de dezembro de 2022: Nasceu um novo produto em Portugal!



Analizados os elementos remetidos e efetuados os testes de conformidade, verificou-se que este software reunia as condições referidas na Portaria n.º 363/2010, pelo que, a partir da presente data, nos termos do n.º 2 do artigo 5º cessa a suspensão do prazo previsto no n.º 1 do referido artigo e, conseqüentemente, a AT procederá à emissão do respetivo certificado para o seguinte programa de faturação:

Nº de Pedido de Certificado	Nome do Programa	Versão do Programa
527484145	EKON	10.3.1.0

Lisboa, 22 de dezembro de 2022.

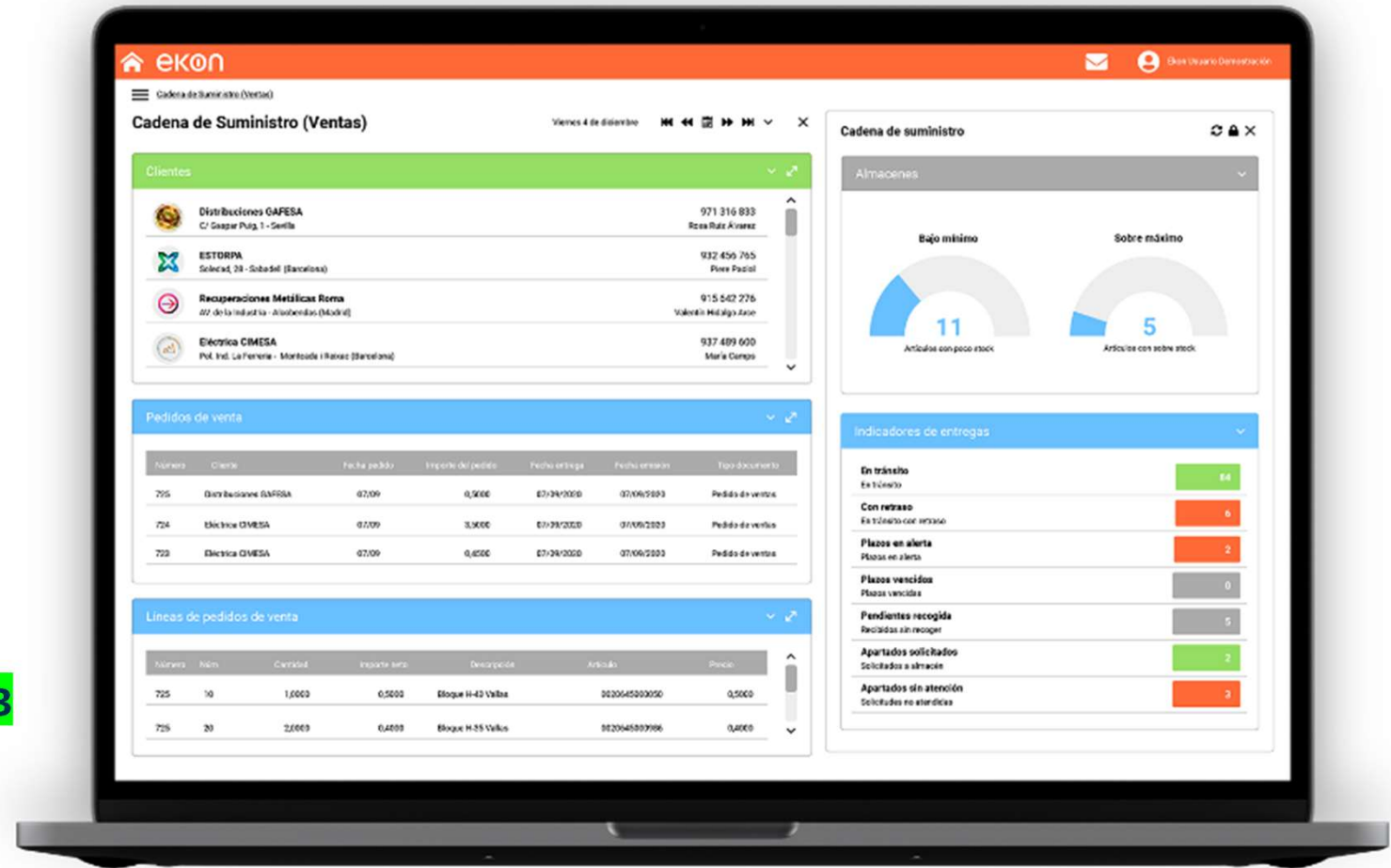
Pela AT: Os Técnicos

NIP: (13232) - Ricardo Vítor

Ekon for Portugal



- +400 Local Requirements & Adaptations ✓
- Authorities Certification ✓
- Translations
 - Product ✓
 - Academy ✓
- Training
 - Consultants ✓
 - Partners ✓
- Early adopters Go Live! ✓
- Support Lines Activation ✓
- **Ready to Market: APRIL 2023**



Mid-Market Payroll 2023: New UI & UX



Ekon Pre-release 2023 - ekon Anna Gonzalez

Inicio MI Empresa Empleados Administrador

Ekon Pre-release 2023 - ekon

Inicio MI Empresa Empleados Administrador

Empleado - González González, Ana

+ Nuevo registro Guardar registro Borr

* Empresa ekon ekon

* Cuenta de cotización 1111111111 Valencia

* Centro de trabajo 1 Valencia

* Código de trabajador 53

Identificativos Laborales Contratación Bancarios

Datos generales

* Nombre Ana

* Primer apellido González

Segundo apellido González

* Tipo de identificador

* Identificador 11111111H

* Sexo Mujer

* Idioma Español

* Estado civil Soltero

* Minusvalía No

Correo electrónico

Contraseña PDF

Nacimiento

* Fecha 01/01/2020

* País ESPAÑA

* Provincia BARCELONA

* Población Sabadell

Dirección fiscal

- Plantilla**
- Hombre
 - Mujer
 - Media edad
- Últimas incorporaciones**
- Caceres Perez, J
 - Ondas Gonlez, M
 - Gonzalez Polo, S
- Ver altas
- Últimas bajas**
- Cadanes Iruleta,
 - Grandoso Oguer
 - Diaz Diaz, Alfons
- Ver bajas

Mid-Market Payroll 2023: Embed Analytics



PLANTILLA EVOLUCIÓN PLANTILLA DISTRIBUCIONES ALTAS, BAJAS Y ROTACIÓN LISTADOS

RESUMEN ESTRUCTURA (N1) FORMACIÓN TABLA DE ANÁLISIS

SELEC. DEFECTO SELECCIÓN

Fecha

Año: 2019
Mes: diciembre

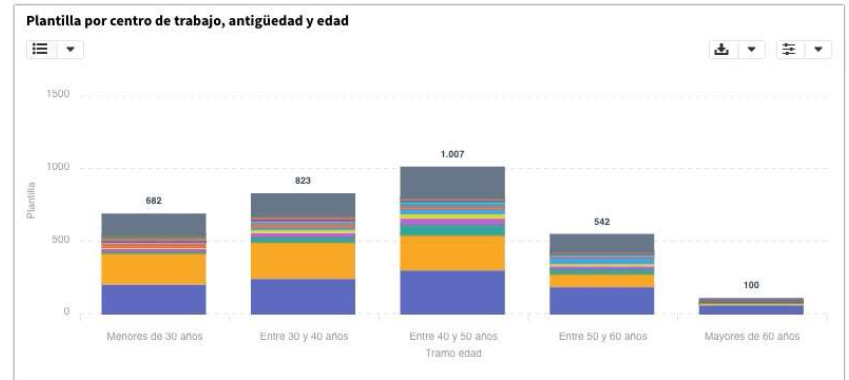
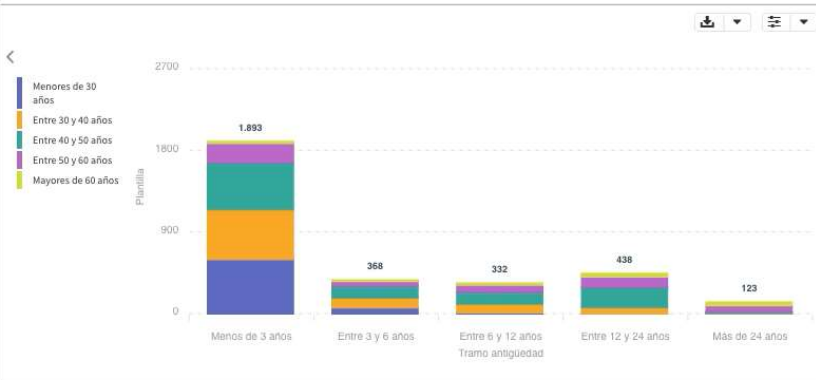
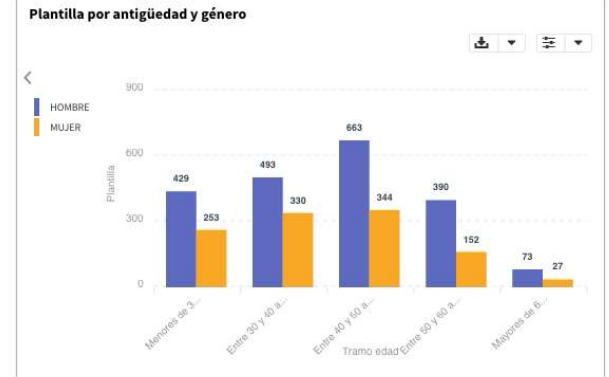
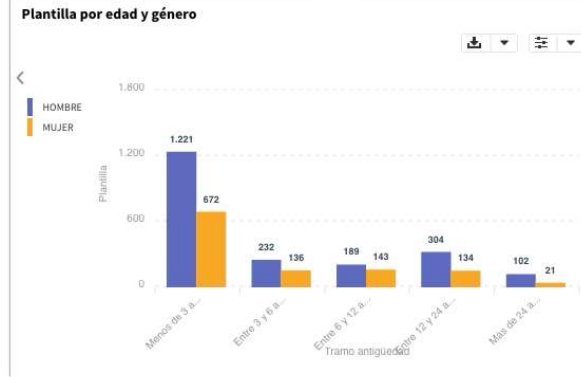
Plantilla	FTE	Edad	Antigüedad	Altas	Altas (YTD)	Bajas	Bajas (YTD)	Rotación
3.154	2.933,8	40 años	6 años	97	1.616	123	1.135	36,0 %

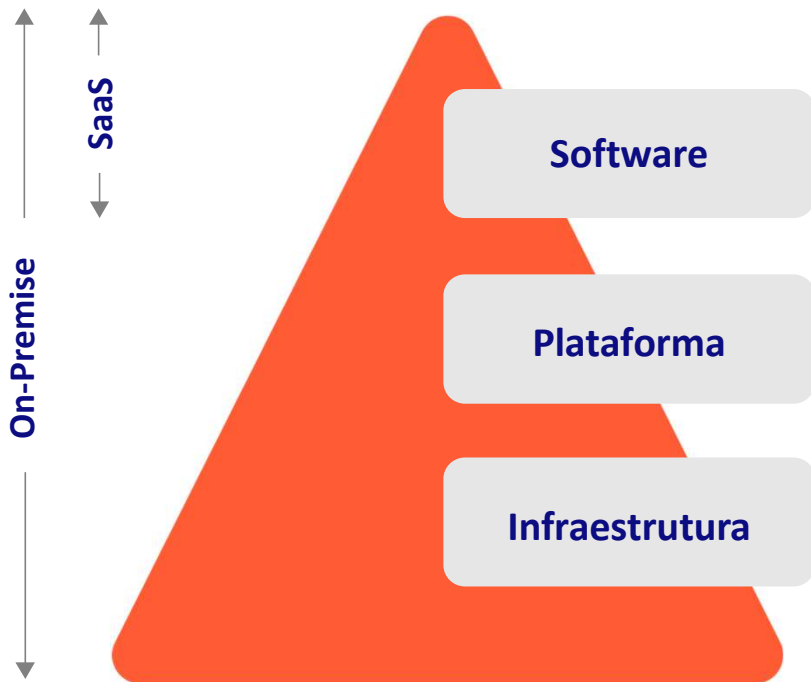
Filtros de organización

Grupo empresa: Todos
Empresa: Todos
Cuenta de cotización: Todos
Centro de trabajo: Todos
Convenio: Todos








Filtros de persona

Género: 2 sel.
Nacionalidad: Todos
Nivel salarial: Todos
Categoría: Todos
Puesto: Todos
Nivel formación: Todos
Tramo edad: Todos
Tramo antigüedad: Todos





É uma oferta Cloud que disponibiliza o ERP v10 Professional sobre uma infraestrutura gerida pela Cegid e acessível através de RDP

-  Infraestrutura incluída
Infraestrutura, espaço físico, climatização, ...
-  Plataforma incluída
Sistemas operativos, bases de dados, RDP, anti-virus, ...
-  Disponibilidade de 99,5%
-  Atualizações permanentes
-  Melhor acessibilidade (p.e. suporte técnico)
-  Segurança
-  Elasticidade e Escalabilidade

= Previsibilidade do custo
Fiabilidade e Eficácia (num sistema crítico)
TCO reduzido

EKON GO!! Acompañamos a la Pyme en su crecimiento



Despliegue GO!!

Gestión y Finanzas
Alcance Definido
Retorno inversión
Expectativas claras

50% ARR

1 Empresa
5-15 Usuarios



Especialización

CRM
Vision
eCommerce
Nómina

75% ARR

Seguridad +
Adaptabilidad +
Conectividad +
Infraestructura +



Verticalización

Producción
Proyectos
Health
Finanzas Avanzadas

100% ARR

Multi empresa
>5 Usuarios



Excelencia Operativa

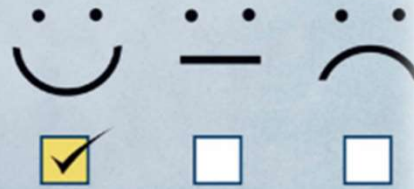
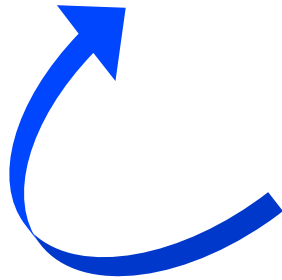
Ecosistema Digital
Workflow
Automatización
IA

150% ARR

Seguridad ++
Adaptabilidad ++
Conectividad ++
Infraestructura ++

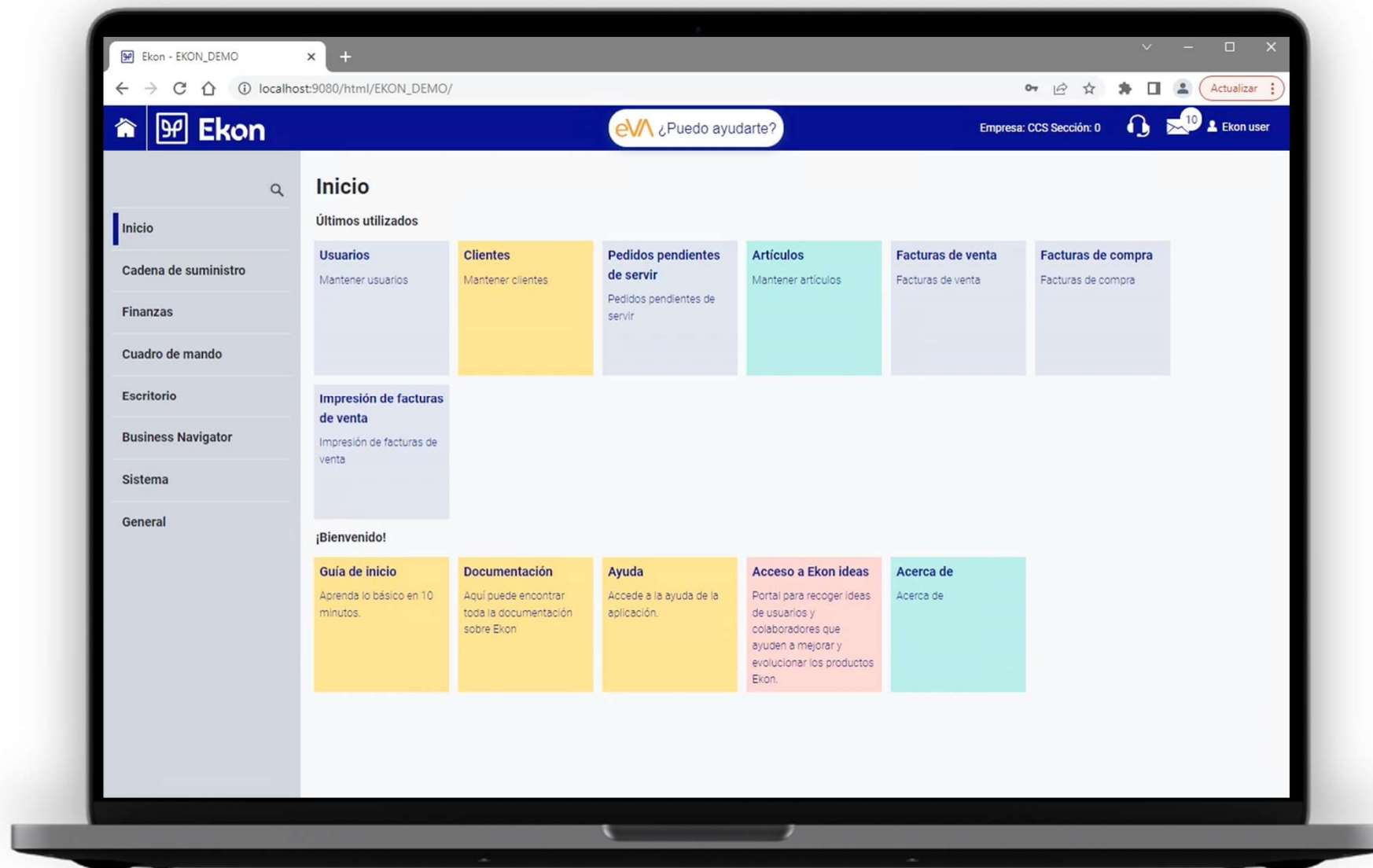
**SALES
KICK-OFF
2023**

New Customer Experience: Self-Service Support



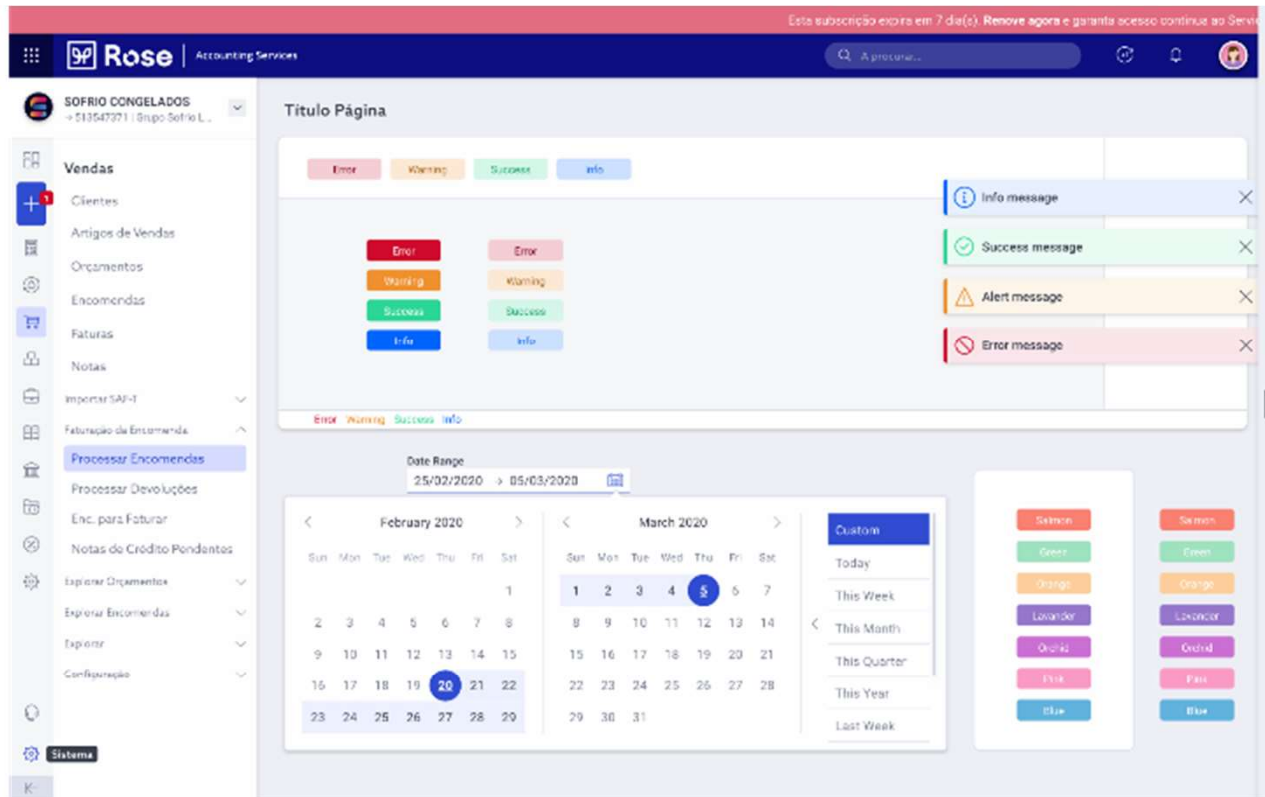
**SALES
KICK-OFF
2023**

Ekon New Customer Experience: Self-Service Support

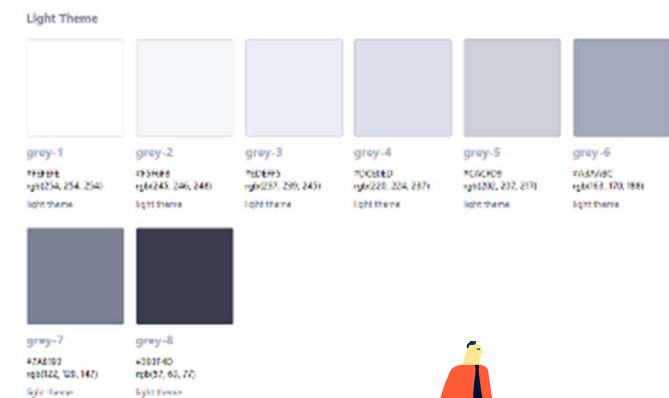
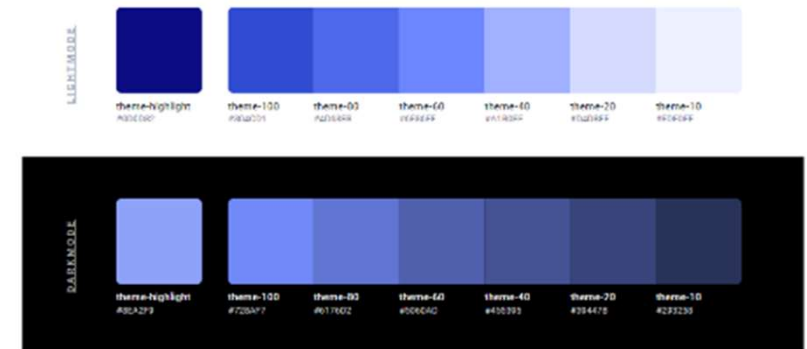


**SALES
KICK-OFF
2023**

Customer Experience: Unify UX/UI

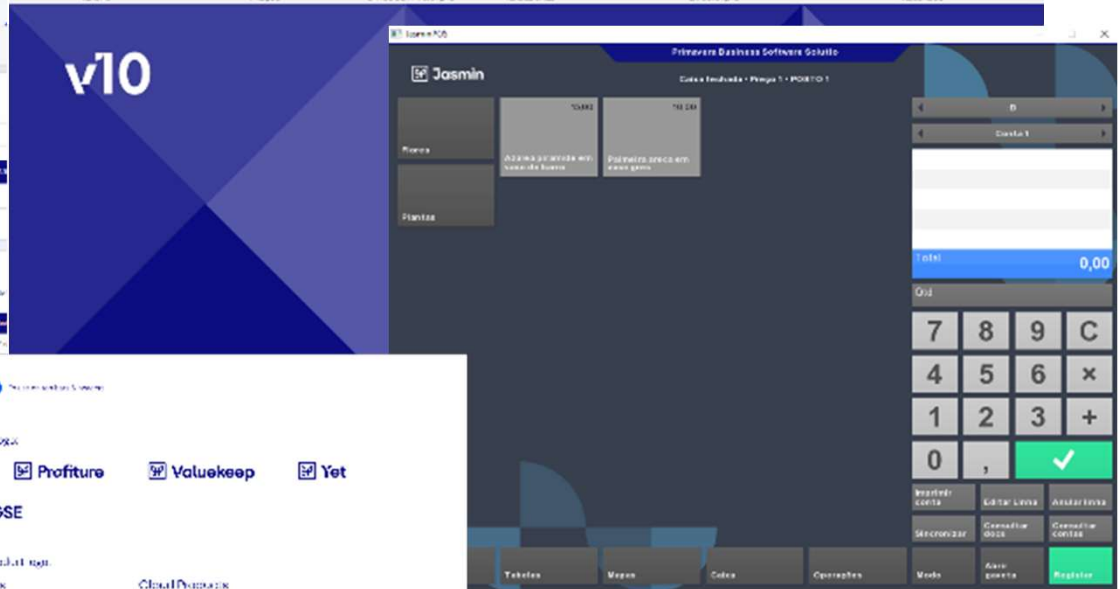
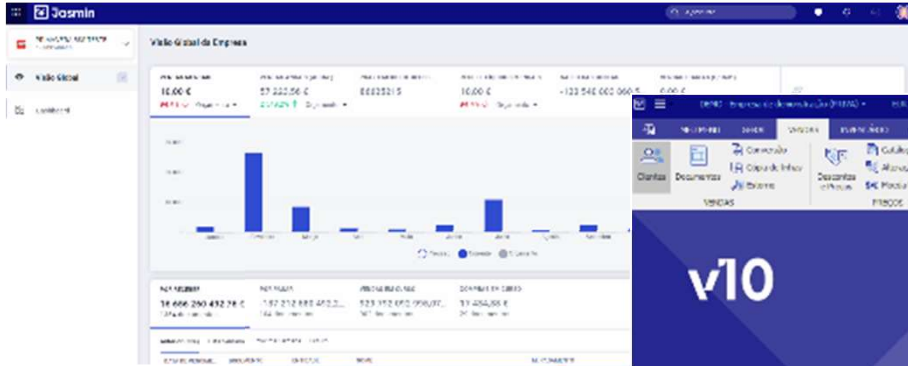


Design System Doc: <https://design.primaverabss.com/5db52be82/p/2064d3-cores/b/42569e>



**SALES
KICK-OFF
2023**

Customer Experience: Unify Brands



Product logos

Single product (linked to a company)

Multi product (not strictly linked to a company)

Grupo	C. PROD	Nome	Tipo de Ativo	C. Contabiliz.	Unid.	Preço	Arbitragem	Arbitragem %	Preço Unit.	Preço Total
2000	8000000	SEMPRE BOM PREÇO	SUS. LUGAR SUP. ENERG.		Por					
2001	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2002	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2003	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2004	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2005	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2006	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2007	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2008	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2009	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2010	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2011	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					
2012	8000000	SUBSTITUO. LUGAR SUP. ENERG.	SUS. LUGAR SUP. ENERG.		Por					



+10 companies
+15 products
+3000 assets

**SALES
KICK-OFF
2023**

Customer Experience: Unify UX/UI

- Início
- CRM
- Produção
- Cadeia de abastecimento
- Finanças
- Projetos
- SAT
- Dashboard
- Ambiente de trabalho
- Business Navigator
- Utilitários para Cloud
- Sistema
- Geral

Início

Últimos utilizados

Coeficientes Manutenção de coeficientes	Contas Gestão das contas do Plano e de terceiros ou auxiliares	Faturas de compra Faturas de compra	Produtos Manutenção de produtos	Balancete Balancete	Lançamentos Entrada, consulta e modificação dos lançamentos	Cálculo de custos por produto Cálculo de custos por produto	Aceitação de propostas de encomenda Aceitação de propostas de encomenda	Pessoas Permite efetuar a gestão de pessoas e aceder às Opções Avançadas para reportar dados adicionais	Programa de melhoria de software Programa de melhoria de software
---	--	---	---	-------------------------------	---	---	---	---	---

Bem-vindo!

Guia de início Aprenda as noções básicas em 10 minutos.	Documentação Aqui pode encontrar toda a documentação sobre Ekon.	Ajuda Ajuda. Acede à ajuda da aplicação.	Acesso a Ekon Ideias Portal para recolher ideias de utilizadores e colaboradores para ajudar a melhorar e a desenvolver os produtos Ekon.	Acerca de Acerca de
---	--	---	---	-------------------------------

Customer Experience: Unify UX/UI



Management

Personal Data

Save Changes

- Personal Data >
- Invoices >
- Licenses >
- Locations >
- Legal Changes >
- Courses >
- Change Password >
- Users >



Name*
Maria

First surname *
Contabilista

Second surname *
Alves

Locations of user *
Prueba, Prueba

Prueba
Prueba

Prueba

Job title
Operations

Time zone
Greenwich, GMT

Language
English

Schedule

Working clock

Time zone tomorrow
00:00 00:00

Late zone tomorrow
00:00 00:00

L M X J V

Apply to selected days

Monday (-/-)

Tuesday (-/-)

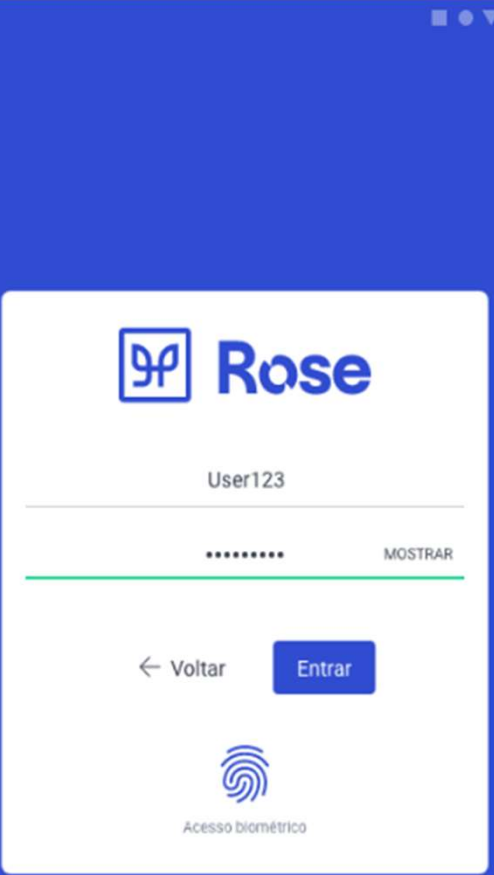
Wednesday (-/-)

Thursday (-/-)

Help

Being implemented

Customer Experience: Unify UX/UI




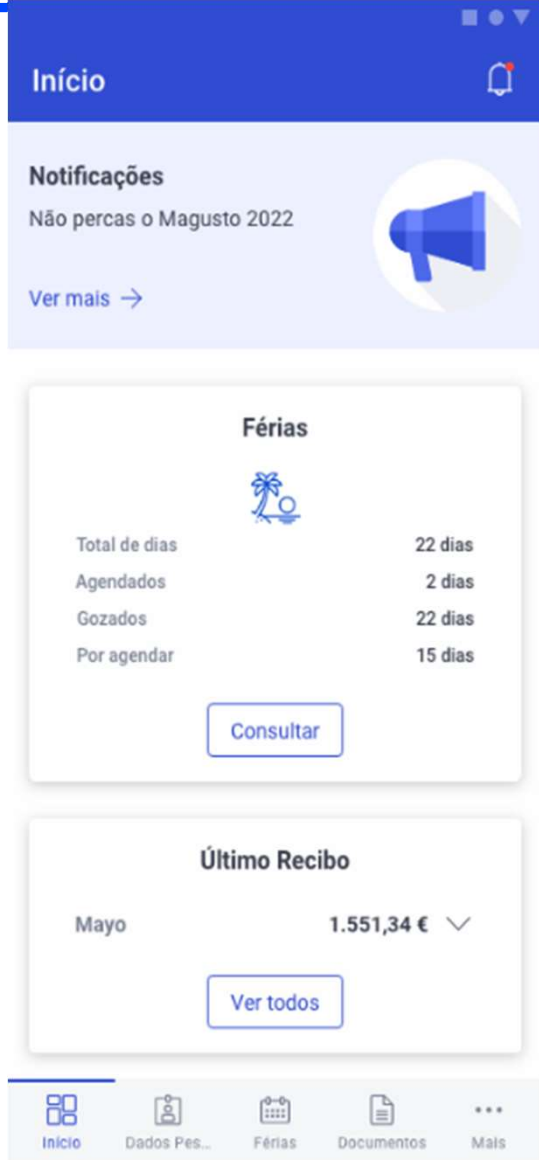
Rose

User123

..... MOSTRAR

[← Voltar](#) [Entrar](#)

 Acesso biométrico



Início

Notificações
 Não percas o Magusto 2022
[Ver mais →](#)

Férias

Total de dias: 22 dias
 Agendados: 2 dias
 Gozados: 22 dias
 Por agendar: 15 dias

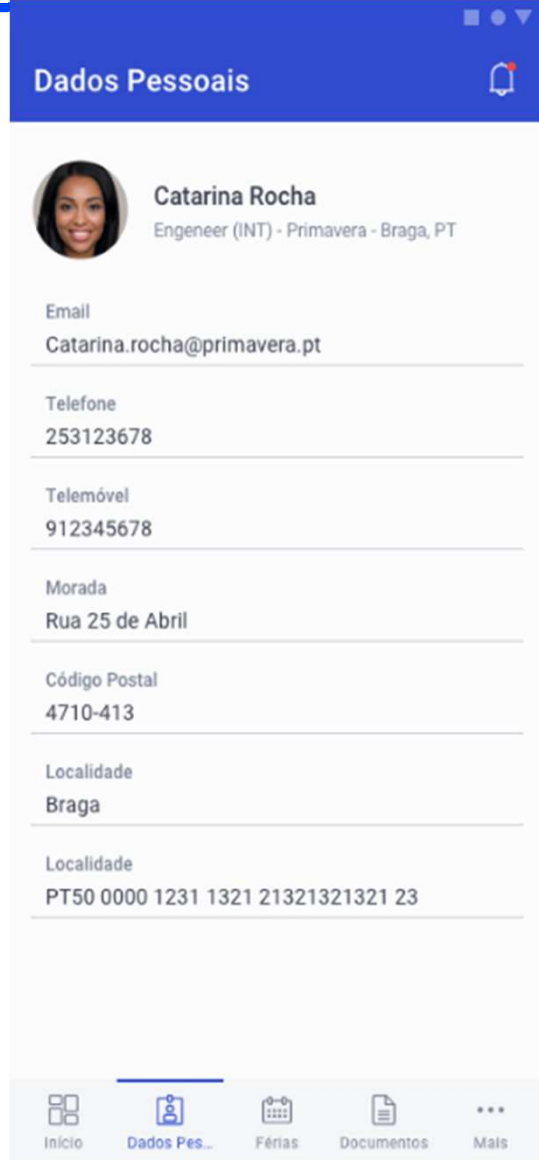
[Consultar](#)

Último Recibo

Mayo: 1.551,34 €

[Ver todos](#)

Bottom bar: Início, Dados Pes..., Férias, Documentos, Mais



Dados Pessoais

Catarina Rocha
 Engeneer (INT) - Primavera - Braga, PT

Email: Catarina.rocha@primavera.pt

Telefone: 253123678

Telemóvel: 912345678

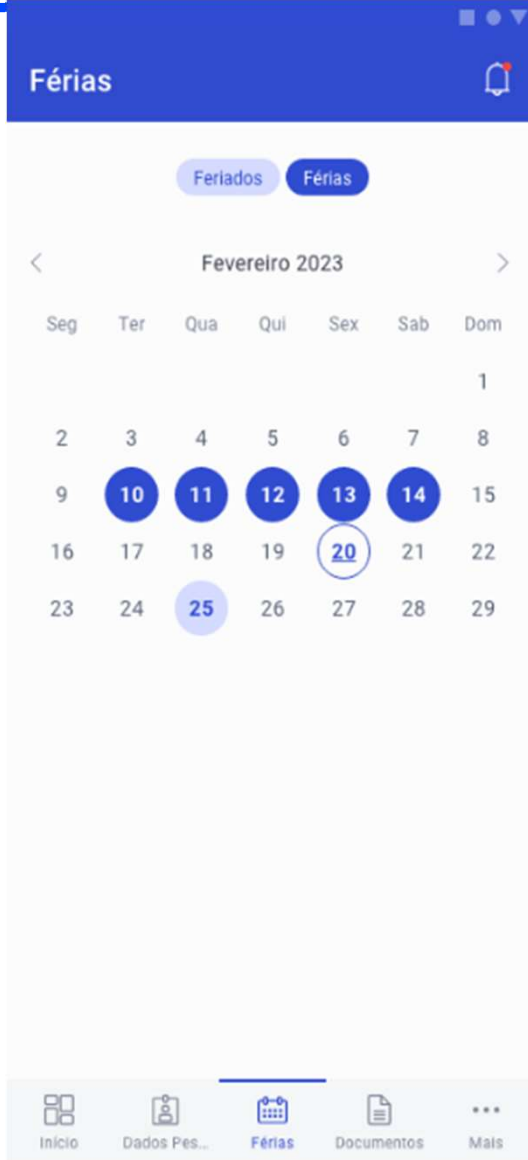
Morada: Rua 25 de Abril

Código Postal: 4710-413

Localidade: Braga

Localidade: PT50 0000 1231 1321 21321321321 23

Bottom bar: Início, **Dados Pes...**, Férias, Documentos, Mais



Férias

Feridos | **Férias**

Fevereiro 2023

Seg	Ter	Qua	Qui	Sex	Sab	Dom
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

Bottom bar: Início, Dados Pes..., **Férias**, Documentos, Mais

Being implemented

• DesignOps

- Unify products look & feel and align best practices with Cegid.

1. Align GP Design System with Cegid DS
2. Integrate GP SDK with Storybook (DS)
3. Migrate Adobe XD -> Figma (Trainee)

• UX/UI (Product Design)

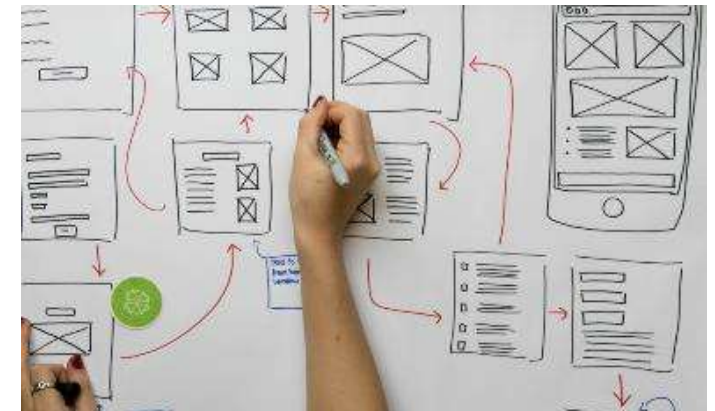
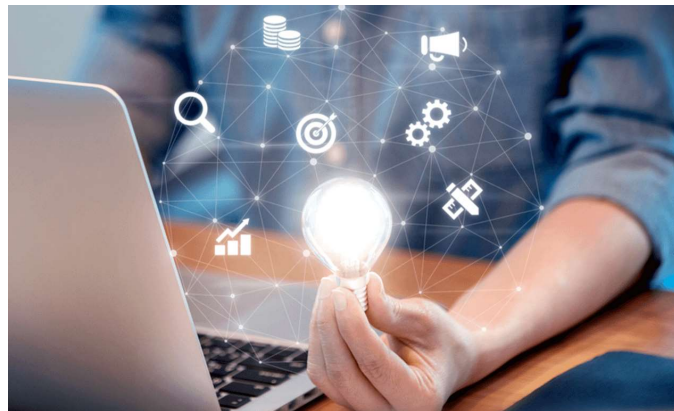
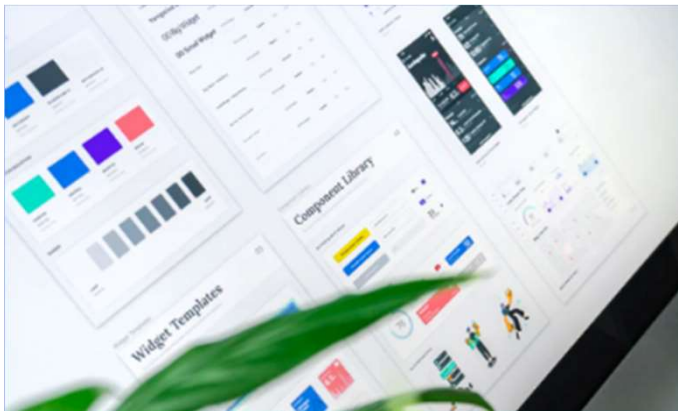
- Grow UX practice and improve the user experience of cloud products

1. Improve UX/UI Ekon (Vaadin upgrade)
2. Improve UX/UI Contasimple
3. Carry on with ROSE UX Strategy

• Content & Engagement

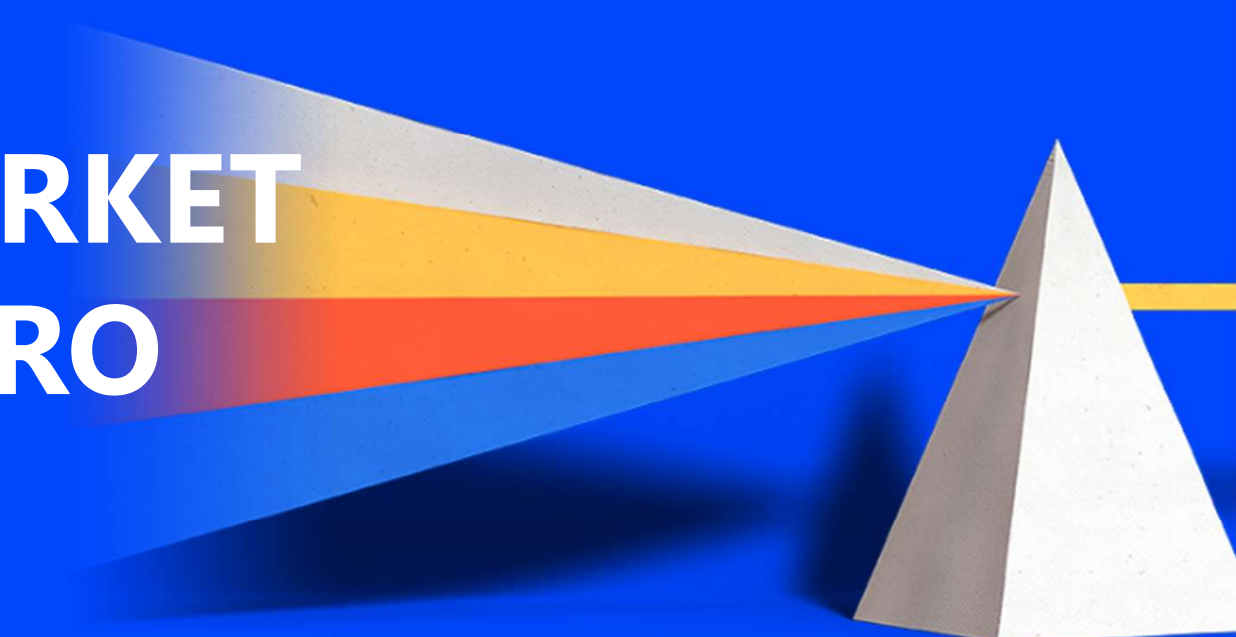
- Communicate products value to promote adoption and satisfaction

1. Engage2Grow (Measurement, Activation and Adoption)



02

**MID MARKET
EL FUTURO**



**SALES
KICK-OFF
2023**

SWOT: EKON



**SALES
KICK-OFF
2023**

EKON: Strategy



Despliegue en Portugal
Abril de 2023

Disponer de una oferta ganadora en cada sector para cliente nuevo

Expansión geográfica a países de habla Portuguesa

Mantener su status de Best-In-Cloud Product



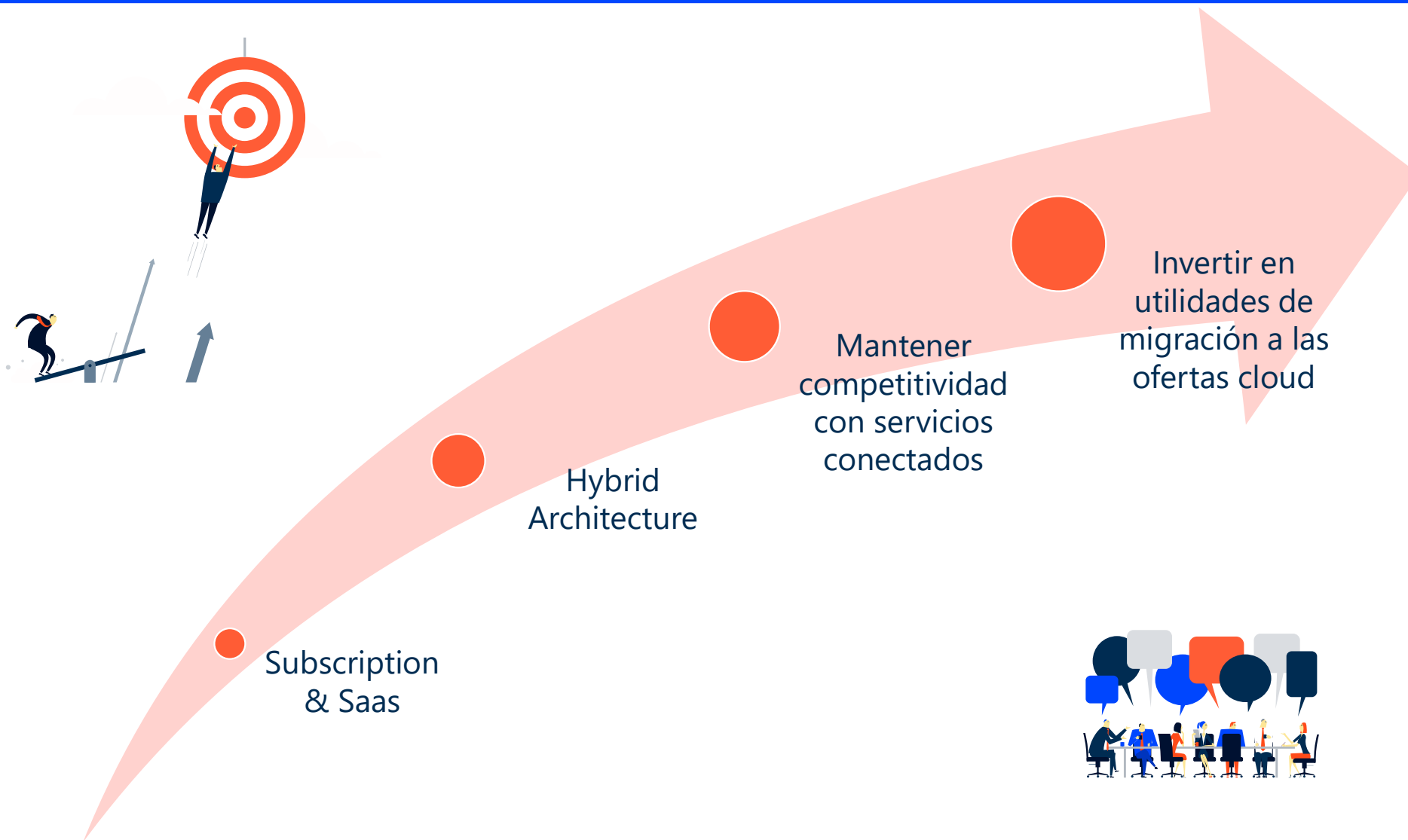
**SALES
KICK-OFF
2023**

SWOT: PRIMAVERA v10



**SALES
KICK-OFF
2023**

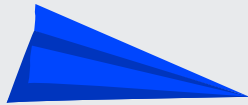
Primavera v10: Strategy



**SALES
KICK-OFF
2023**



Angel Zuate
Product Management
Director (Smes)



**SALES
KICK-OFF
2023**

01

**SMB & CPA
PRODUCT UPDATES 2023**



**SALES
KICK-OFF
2023**



Roadmap PT & AF

SMB

Conquer Wholesale/Retail Sectors

We keep track on inventory by Lot, Series Number or Dimensions.

Rose Jasmin

Better checkout experience

More payments options in PoS and integrations with ISVs.

Eticadata

Efficient billing

Scheduling and automation of recurrent invoices **to get faster payments!**

Rose Jasmin

Rose

Accountants go fully Digital!

All documentation through the [Rose Digital Archive](#)
Fiscal Reporting through [Rose Fiscal Automation](#)

CPA

Rose Eticadata Primavera
v10

Increase your profitability

[Rose Profit](#) provides the best management practices of international firms updated in real time!

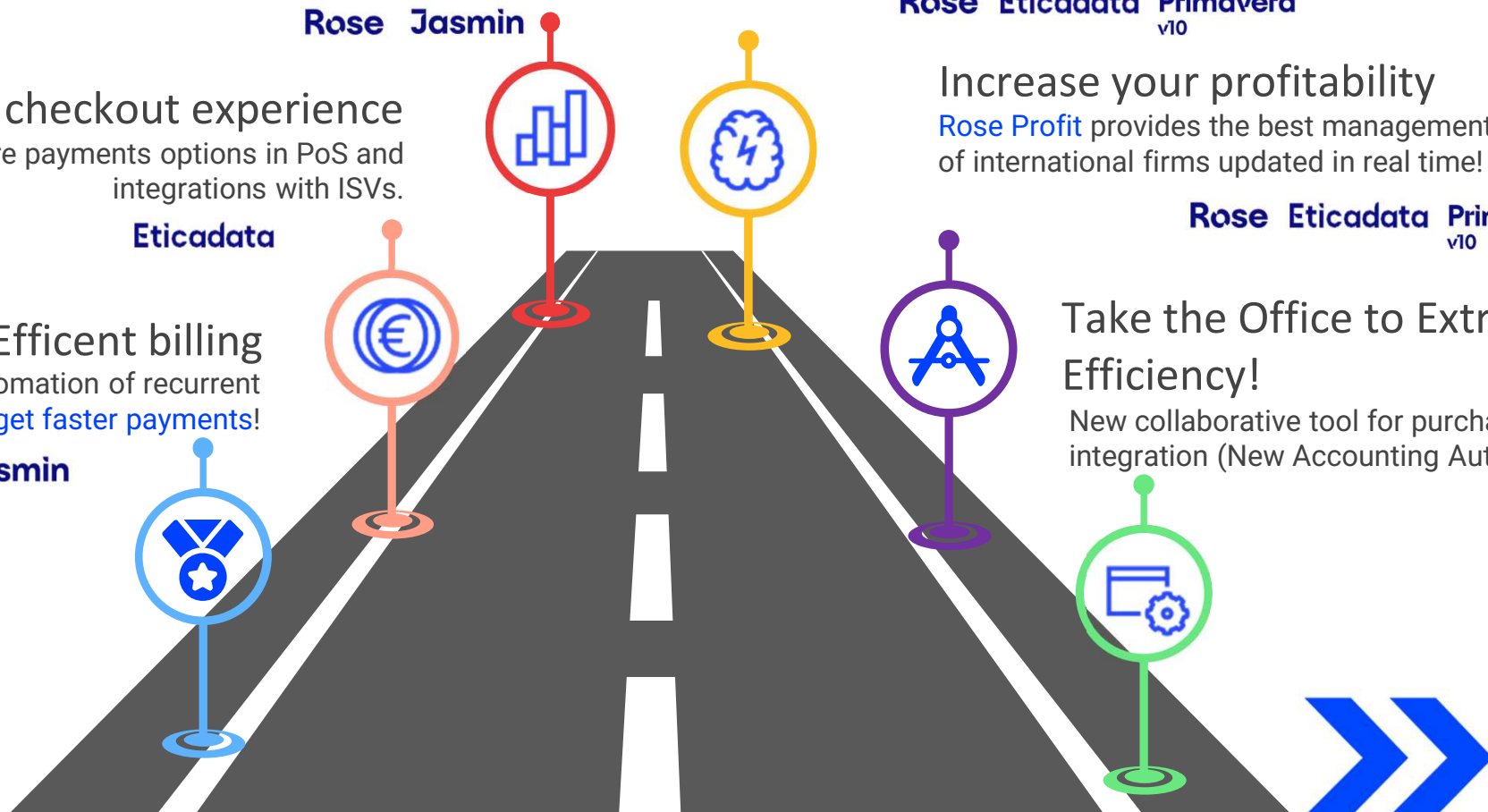
Rose Eticadata Primavera
v10

Take the Office to Extreme Efficiency!

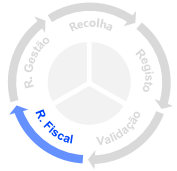
New collaborative tool for purchases and sales integration (New Accounting Automation).

Rose

cegid



ROSE Fiscal Reporting



NIF	Nome	Responsável	Exer...	Peri...	Enviado Por	Data de Envio
515194530	PORTUSA, LDA	André Cardoso	2022	10	André Cardoso	02/11
515040240	Incognitwishes - Unipessoal, Lda	Daniela Silva	2022	10	Daniela Silva	Fichetto
514511362	HOSSEWISS, LDA.	Daniela Silva	2022	10	Daniela Silva	Resumo
508449570	AS MIL E UMA PEDRAS, LDA	Daniela Silva	2022	10	Daniela Silva	04/11/2022 15:
504020603	TRIPLOUX-Indústria de Isolament...	Daniela Silva	2022	10	Daniela Silva	04/11/2022 15:
510352680	4WALLS-Casa Gourmet, Lda	Daniela Silva	2022	10	Daniela Silva	04/11/2022 15:
514807242	Caráter Intemporal, Unipessoal, Lda	Daniela Silva	2022	10	Daniela Silva	04/11/2022 16:
514913916	Detaldistance, Lda	Daniela Silva	2022	10	Daniela Silva	04/11/2022 16:
513411291	Dicas da Luz, Lda	Daniela Silva	2022	10	Daniela Silva	04/11/2022 16:
509501381	DJAR - INVESTIMENTOS E CONSUJ...	Daniela Silva	2022	10	Daniela Silva	04/11/2022 16:

Fiscal Automation

Objectives

- Automatic sending of legal/fiscal information
- Obtaining proofs and payment slips

Main Characteristics

- 100% automated process.
- Control of every operation (When? Who? Results?)
- Centralisation of the client's full relationship with the legal/tax authorities



Information sources
Accounting
Payroll



Forms
Taxes
Withholdings



Sending
AT, SS,...



Roadmap ES



SMB

DiezERP PYME

New packages for wholesale & service-based companies

Diez Software

Accountant Partner Program

Deploying service tiering + Micro-CPA integrations for providing more value and promoting endorsement

Diez Software

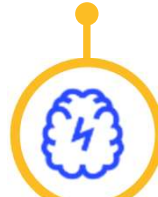
GSE Club del Asesor

CPA

Micro-CPA integrations

Contasimple & Billage fully integrated with CPA solutions

Contasimple Billage



Basque & Canaries

Increase tax coverage of Diez to cover Basque forals and Canary Islands regime

Diez Software



Invoice factoring

In-product transparent & user-friendly scoring, funding and recovery of your invoices

Contasimple Billage



a3Nom vs DiezNom

Major features to position Diez as a Payroll leader for CPAs

Diez Software



cegid

DiezERP PYME



Uno de los principios de contabilidad Períodos contables en línea

Consulta la información que necesitas de forma rápida y ágil; incluso entre fechas correspondientes a diferentes ejercicios.



Automatiza para ganar tiempo

Podrás crear, prácticamente, de manera automática facturas, proformas o presupuestos, rellenando los campos que necesites.

Disfruta del proceso

Fácil contabilización

Introducción de asientos contables de forma sencilla y parametrizable. La experiencia de nuestros usuarios da como resultado pantallas intuitivas y de fácil usabilidad.



DiezFAC: Mucho más que hacer facturas

Facturación automática de iguales, introducción de incidencias, documentos de venta, generación de remesas...



Trazabilidad hasta el mínimo detalle

Gestión de almacenes, facturación automática de albaranes, ventas en TPV - Multitienda, trazabilidad en artículos...



De un golpe de vista Emisión de gráficas

Consulta los resultados del análisis contable con gráficas y ratios de rentabilidad. Visualiza gráficas de balances, PyG y saldos acumulados de los 5 últimos años.

Optimiza tus ventas

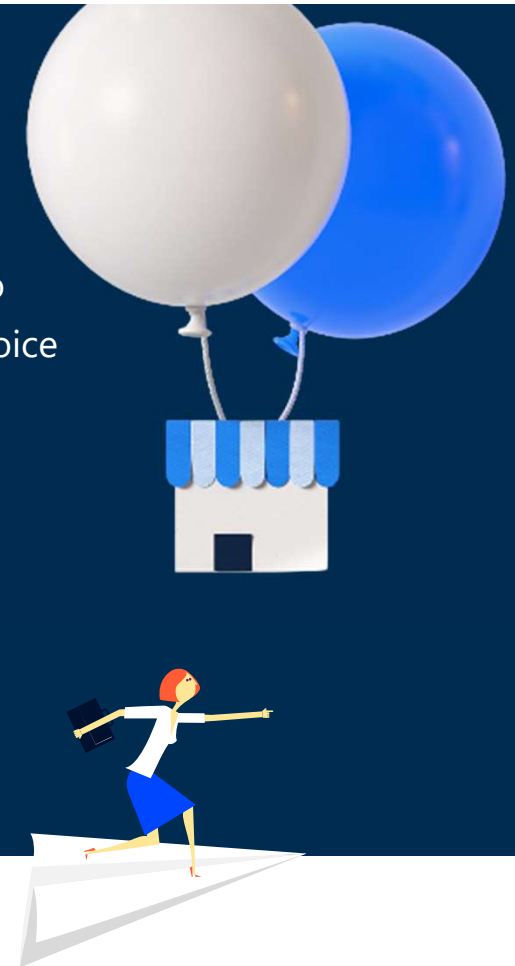
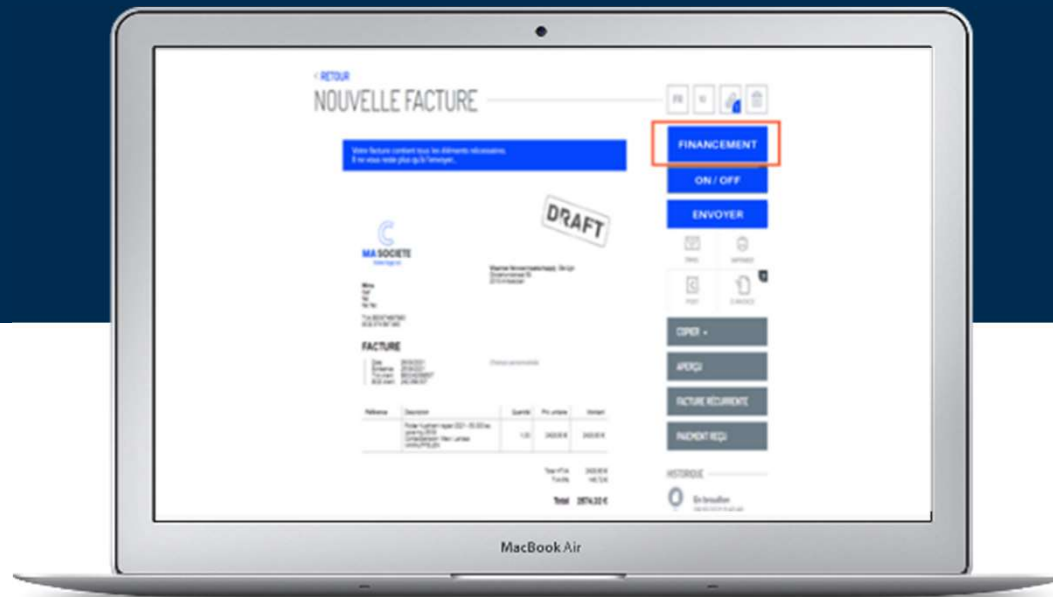
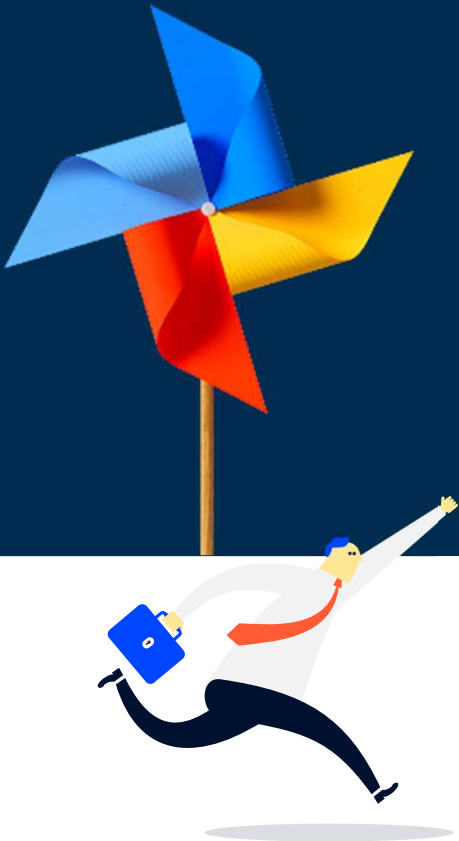
Estadísticas de evolución, control de riesgos, importación de tarifas... Todas las gráficas necesarias para controlar tu facturación, en un único lugar.



**THE BEST SOLUTION FOR COMMERCIAL MANAGEMENT,
ACCOUNTING AND TAXES FOR YOUR COMPANY**

Cegid Click & Finance

Cegid Click & Finance helps small and medium-sized businesses to develop their activity by providing a healthy cash flow, accelerating invoice collection and by offering cash advances.



01

Competition

- Provide Sales Battlecards
- Create Benchmarking against our solutions
- Gather and analyse data on market & competition trends



02

Digital & Services

- Rise up the company's revenues and recognition by surrounding our solutions with best-of-breed 3rd party services.
- Research and selection of potential winning services solutions.
- Successful integration into our portfolio.
- Developing Ecosystem & Marketplace strategy & plans.



03

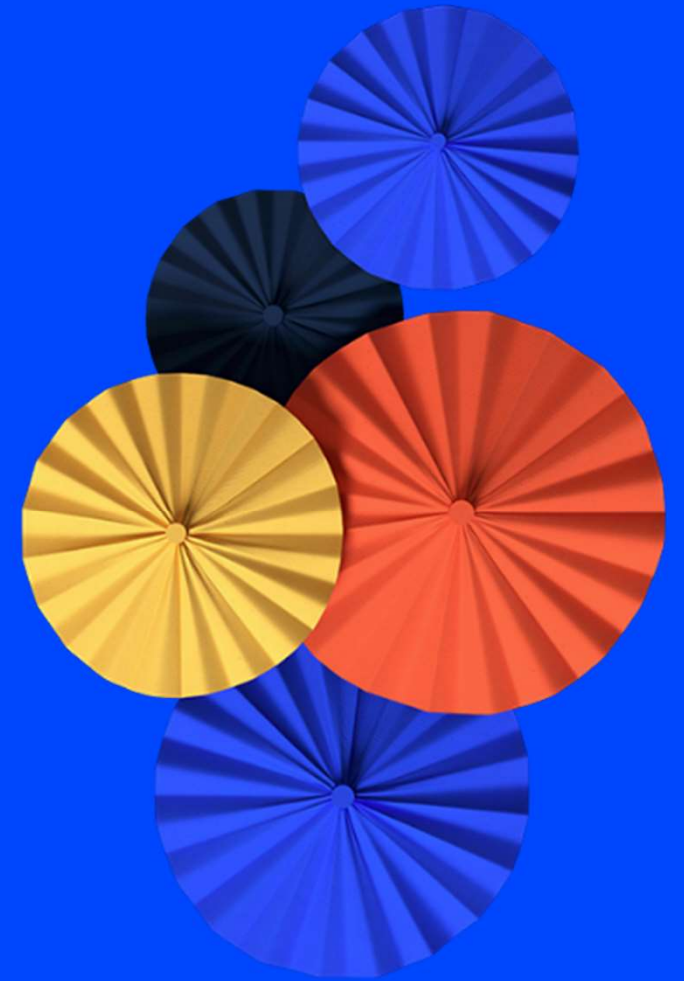
Price management

- Define the pricing policies to maximize the company's profitability, ensuring that prices are set at the right level to attract customers and generate revenue.
- Setting and updating prices for individual products and services.
- Meter gross-to-net price leakage, managing discounts and promotions.
- Establishing strategies to capture greater share of wallet as upselling, modular pricing and subscriptions



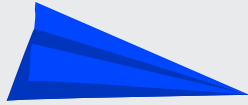
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Thanks!





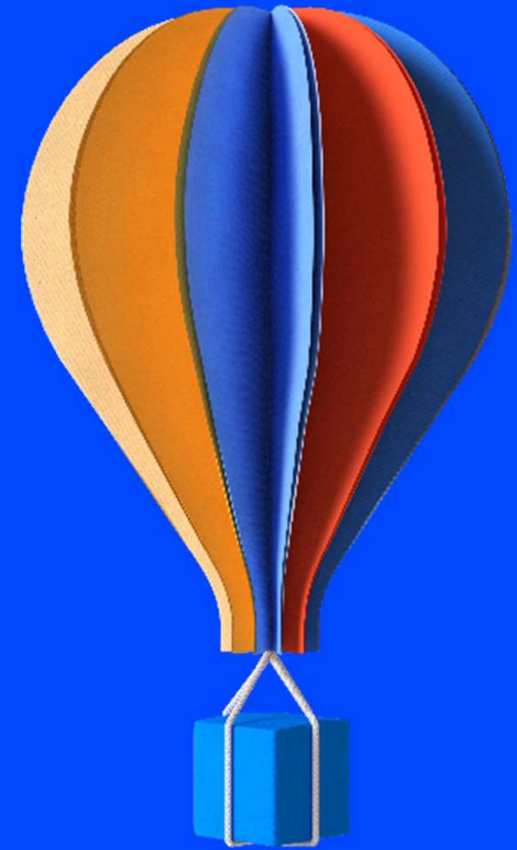
Idalina Sousa
Marketing SMB & CPA
Iberia AFPT



**SALES
KICK-OFF
2023**

01

**Team,
Investment
& KPIs**



Multidisciplinary Team focused on Demand Generation



Diana
Silva



Joana
Pinto



Paula
Mendes



Paulo
Oliveira



Tiago
Lima



Nicolau
Antonio



Ruth
Fernandez



Marc
Canela



Fátima
López



Juan
Bustos

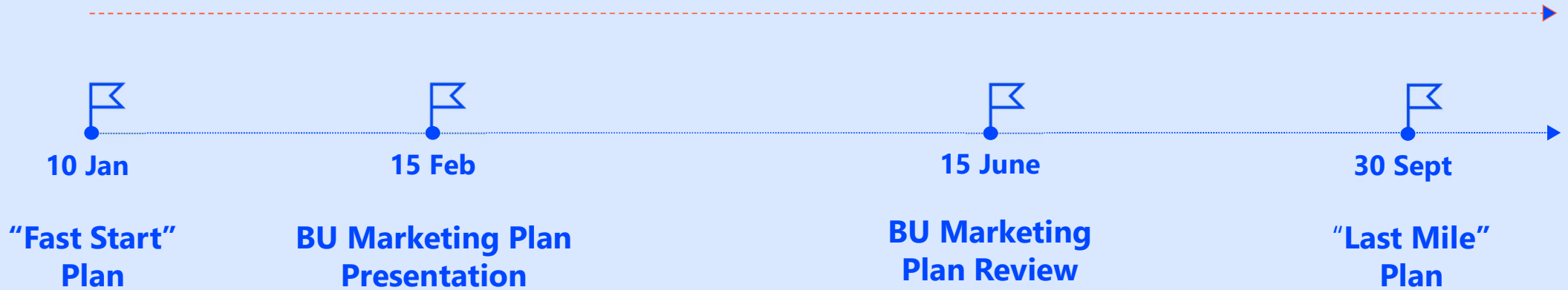
- Events and Webinars
- E-mailing & Marketing Automations
- Websites & Landing pages
- Content
- Social Media
- KPIs and Reports

First Results:

- **Provider Centralization is allowing cost optimization** (ex: one blogpost costs now less 50%)
- **Stronger Expertise Agencies are allowing to decrease costs per lead** (ex. Ekon Google Ads CPL cost now less 20%)
- **Increase of MQL Generation** (ex: Valuekeep has increased 35% the number of MQL on 2H 2022)

Marketing & Sales – Two sides of the same coin

BU & Marketing Monthly Meetings



- **Fast Start Plan** (Activity Plan for Q1)
- **Several ongoing Campaigns** have a great start for the business



2023 Marketing Investment

FY23 TOTAL INVESTMENT €3,81m	Q1 €1,097 m 29%	Q2 €1,048 m 28%	Q3 €0,626 m 16%	Q4 €1,037 m 27%
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Tactics	
Paid Digital Campaigns	50%
Events & Tradeshows	12%
Telemarketing	6%
Co-marketing with Partners	6%
SEO	5%
Advertising & External Media	5%
Others	16%

2023 Marketing KPIs (proposal)

Online Business ES

124 842 Leads

Spain

1 661* MQLs

* without CdA

Portugal

3 963* MQLs

* without Academy BSS

Online Business – KPI Leads

	# Leads	% YoY
Contasimple	120 000	5%
Billage	4 842	18%
Jasmin (MQLs)	3 333	-21%

Spain – KPI MQLs

	# MQLs	% YoY
Prosoft	206	14%
GSE (inc PYMES)	215	n.d
Diez Despachos	740	n.d
EKON	500	207%
Club del Asesor (Leads)	2 000	27%

Portugal – KPI MQLs

	# MQLs	% YoY
Primavera ERP	294	0%
Rose AS	263	44%
Rose BM & People	111	213%
Starter	100	-34%
ERP Primavera Public Sector	20	11%
Saftonline	440	5%
Yet	1 038	-15%
Valuekeep	428	-15%
Academy BSS (Leads)	1 606	n.d
Eticadata	500	-28%
AO	409	n.d
MZ	360	0%

02

Strategic Projects



Brand Transition to Cegid

1 Phase

February 7th

Internal & External D-Day

1. New Templates & Assets
2. Iberian 2023 Corporate PPT
3. Use of new Cegid Email & Signatures
4. Website Cosmetic Update
5. Product Name Updates
6. Internal & External Communication

2 Phase

Q2 2023

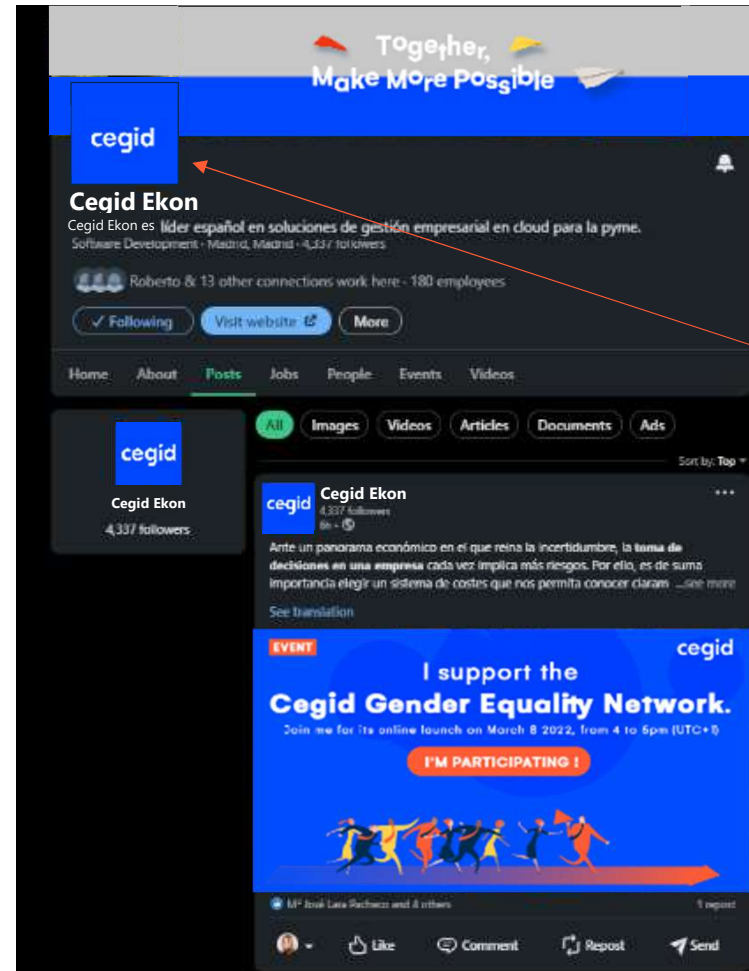
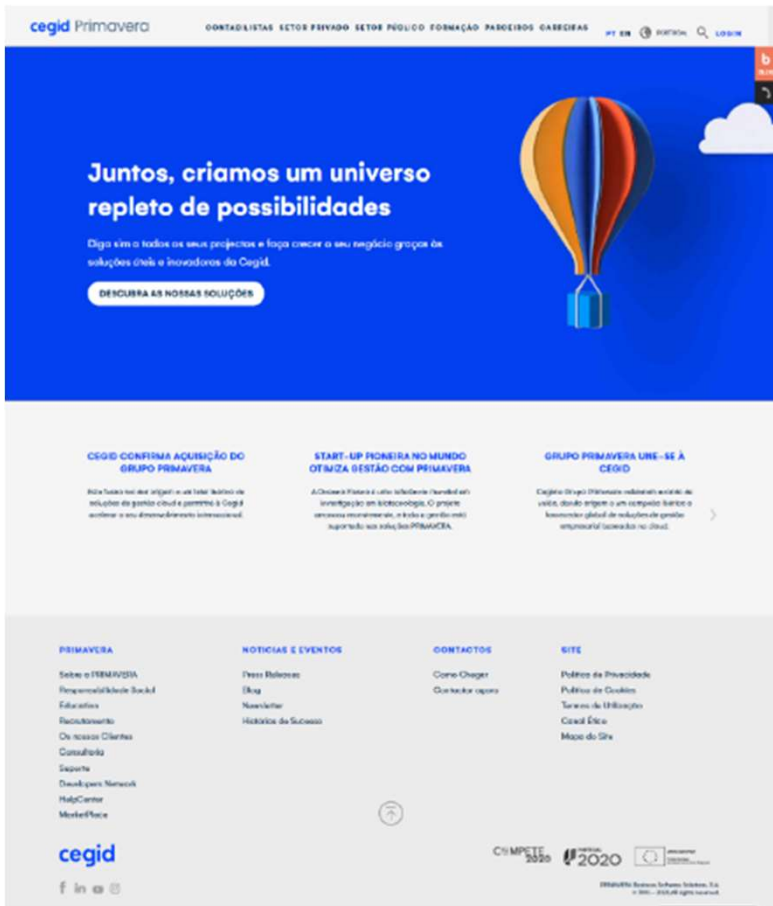
Ongoing Product Interfaces

3 Phase

Q2 23 / Q4 24

1. MarTech Transition
2. Websites & Social Media Merge
3. Marketing Campaigns & Brand Activities

Company Websites & Social Media become **Products** Websites & Social Media



New Profile Pictures

New Post Templates



Phase 2 - Standardization with Cegid (2023-2024)



Migration to Cegid Web
www.cegid.com
and Cegid Social Media



Implementation
of Marketo (marketing
automation tool)



Standardization of the
Funnel Taxonomy
(adoption of Cegid's funnel)

More sophisticated KPI control
Increase of efficiency and productivity
ROI Improvement

03

2023 Main Drivers



Spain - Key Priorities and Marketing Initiatives

+ VALUE oriented

LOW MID MARKET

UP MID MARKET

<p>PRIORITY: NEW CUSTOMER ACQUISITION (NCA)</p> <p>Key Drivers: Attract New Customers in an unexplored segment for Cegid/GP in Spain</p> <ol style="list-style-type: none"> 1. Launch EKON GO y Diez ERP Pyme 2. Create a Demand Generation Plan with sectorial and competitor's approach to avoid overlap in market approach <p>Target 2023: 200 WINS (+100 EKON GO; +100 Diez Pyme)</p>	<p>PRIORITIES: NCA/ MIGRATION TO CLOUD / PARTNER EMPOWERMENT</p> <p>Key Drivers: Attract New Customers (Ekon ERP y Sigrid)</p> <ol style="list-style-type: none"> 1. Use new version of EKON Nóminas as a "Trojan horse" 2. Create a Demand Generation Plan more balanced between Digital and Face to Face Activities 3. Co-marketing Plans with Partners <p>Target 2023: 123 WINS (99 EKON; 24 SIGRID)</p>
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Low vertical oriented

High vertical oriented

SMALL MARKET

ACCOUNTANTS

<p>PRIORITY: NEW CUSTOMER ACQUISITION (NCA)</p> <p>Key Drivers: Amplify the attraction of New Customers with new marketing tactics and channels</p> <ol style="list-style-type: none"> 1. Use Legal/Fiscal Themes to generate leads (ex Free Webinars) and brand awareness 2. Optimize Digital investment in order to increase ROI in CS, maintaining NCA goals 3. Boost NCA influenced by Accountants based on the integration of Diez, GSE y CdA with Contasimple <p>Target 2023: 5820 WINS (5525 Contasimple; 295 Billage)</p>	<p>PRIORITY: NEW CUSTOMER ACQUISITION (NCA) /UP & CROSS-SELL</p> <p>Key Drivers: Conquest customers to main competitors and increase ARR with new modules and services</p> <ol style="list-style-type: none"> 1. Amplify Diez Value Proposition to win marketshare 2. Spread Profiture and CDA Services as a "Trojan horse" in potencial and installed base 3. Potenciate integration with Contasimple as a collaborative tool with the customers <p>Target 2023: 962 WINS (243 Diez Despacho; 51 Profiture; 292 GSE Despacho, 376 Club del Asesor)</p>
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+ VOLUME oriented



Portugal - Key Priorities and Marketing Initiatives

+ VALUE oriented

LOW MID MARKET

PRIORITY: NEW CUSTOMER ACQUISITION (NCA)

Key Drivers: Grow ARR with New Customers and migration to subscription

1. Launch Saas V10
2. Define new Subscription Value Proposition
3. Develop Cojoint Marketing Plans with Partners
4. Leverage digital as a way to generate leads

Target 2023: 585 WINS (477 V10 Primavera, 83 Saas V10; 25 RoseBM/People)

PRIORITIES: NCA/ MIGRATION TO CLOUD / PARTNER EMPOWERMENT

Key Drivers: Grow ARR with New Customers and migration to subscription

1. Launch EKON
2. Develop Cojoint Marketing Plans with Partners
3. Leverage digital as a way to generate leads

Target 2023: 23 WINS (6 Ekon + 17 Omnia/ InvoicingEngine. Eyepeak, BA e Arquivo Digital)

UP MID MARKET

Low vertical oriented

High vertical oriented

SMALL MARKET

ACCOUNTANTS

PRIORITY: NEW CUSTOMER ACQUISITION (NCA)

Key Drivers: Amplify the attraction of New Customers in cloud solutions by Partners

1. Continue with Next Step programs for Partners
2. Introduce Jasmin to Eticadata Channel
3. Launch Starter V10
4. Continue with online Campaigns

Target 2023: 2.000 WINS (800 Jasmin; 700 Starter/Psst/Tlim; 500 Eticadata)

PRIORITY: NEW CUSTOMER ACQUISITION (NCA) / CROSS-SELL

Key Drivers: Conquest customers to main competitors and increase ARR with new modules

1. Introduce Saftonline to all Accounting Customers
2. Introduce Rose AS to all customers (eg: satonline)
3. Continue with digital & telemarketing campaigns

Target 2023: 465 WINS (75 ROSE AS; 390 SaftOnline)

+ VOLUME oriented

Angola e Mozambique - Key Priorities and Marketing Initiatives

+ VALUE oriented

LOW MID MARKET

<p>PRIORITY: NEW CUSTOMER ACQUISITION (NCA)</p> <p>Key Drivers: Grow ARR with New Customers and migration to subscription</p> <ol style="list-style-type: none"> 1. Launch Saas V10 2. Events with key strategic partnerships (ex: Deloitte, KPMG...) 3. Create a Demand Generation Plan with sectorial approach (oil & Gas, bank and insurance) <p>Target 2023: 330 WINS (AO:180 V10 Primavera, 80 Saas V10 MZ: 50 V10 Primavera, 20 Saas V10)</p>	<p>PRIORITIES: Upsell installed base with higher customers</p> <p>Key Drivers: Grow ARR with upsell</p> <ol style="list-style-type: none"> 1. Engage Higher customers in our events (online and physical) 2. Communicate frequently with customers <p>Target 2023: 450k euros upsell</p>
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UP MID MARKET

Low vertical oriented

High vertical oriented

SMALL MARKET

<p>PRIORITY: NEW CUSTOMER ACQUISITION (NCA)</p> <p>Key Drivers: Amplify the attraction of New Customers</p> <ol style="list-style-type: none"> 1. Launch Starter V10 2. Improve leadgen qualification to MQL <p>Target 2023: 101 WINS (AO: 60 Starter/Psst/Tlim; tbc Eticadata MZ: 41 Starter/Pssst/Tlim)</p>	<p>PRIORITY: NEW CUSTOMER ACQUISITION (NCA)</p> <p>Key Drivers: Acquisition of new customers to main competitors and increase ARR</p> <ol style="list-style-type: none"> 1. Launch Saas V10 for accountants (specific in Africa) 2. Specific events for this sector with relevant speakers <p>Target 2023: in V10 numbers</p>
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ACCOUNTANTS

+ VOLUME oriented

Events & Tradeshows Calendar 2023



+210.000

Spain

+300.000

Portugal & AFR

	Q1			Q2			Q3			Q4			
	January	February	March	April	May	June	July	August	September	October	November	December	
Spain		Desayuno Cámara Comercio Santander 9 Feb	Desayuno Asesorías Barcelona 2 Mar						Jornada APAFCV	Jornada APTTCB	Accountex Madrid 7 - 8 Nov		
		Desayuno Asesorías Valencia 14 Feb	Congreso Transformación Digital despachos 23 - 24 Mar		Jornada APAFCV	Maintence Bilbao 6 - 8 Jun			SCM Conference Ibérica Sep (TBC)		BIMExpo/ Construtec Madrid 5 - 8 Nov	Jornada APAFCV	
		Desayuno Asesorías Madrid 23 Feb	Jornada Fed. Deport. Navarra 30 Mar		Construmat Barcelona 23 - 25 May	BeDigital Bilbao 6 - 8 Jun					Jornada AEAFTY		
		Feria (Val) CEVISAMA 27 Feb - 3 Mar	Jornada ASEFIGET 27-28 Mar Madrid							Congreso Nacional AEDAF 26 - 28 Oct (SS)	Empack Logistics & Automation Madrid 29 - 30 Nov		
						Partner Summit /Partner Awards 2023 700				Accounting Summit 2023 8.000			
	Portugal & AFR		*Modtissimo 15 - 16 Feb	*BTL 1 - 5 Mar	ExpoMecanica 14 - 16 Apr	Manutenção Setor Público Cegid 3 May	*FerSant 3 - 11 Jun				Congresso GS1 (TBC)	*SCM Procurement 10 Nov	
				Congresso ANAFRE Mar (TBC)	*Empack & Logistic 19 - 20 Apr	*Tektónica 4 a 7 May	Evento Indústria 4.0 Cegid (TBC)					*+ Concreta Interior 23 - 24 Nov	
				*ExpoRH 29 - 30 Mar		*Forum RH 23 May	*Stone Ibérica 22 a 24 Jun					*Porto RH Meeting Nov 23 - 24 Nov	
				Angola Industry Event (w/Santiago) 14 Mar		*SCM Conference 30 - 31 May						Angola ExpoIndústria e Projekta 14 - 17 Nov	
						Cabo Verde Fiscalidade Cegid (To define)	*EMAF 31 May - 3 Jun			Angola Filda 18 - 22 Jul			

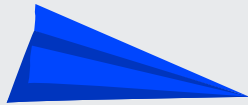
(*) With Partners

Q&A

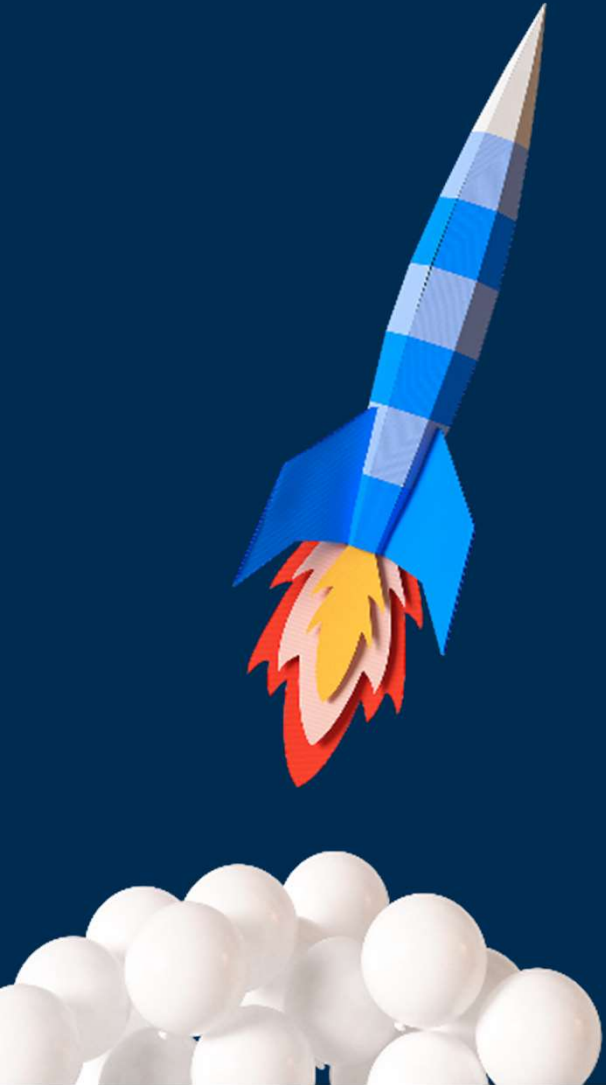




José Dionisio
Chief Revenue Officer
SMEs&CPA



**SALES
KICK-OFF
2023**



THANK YOU