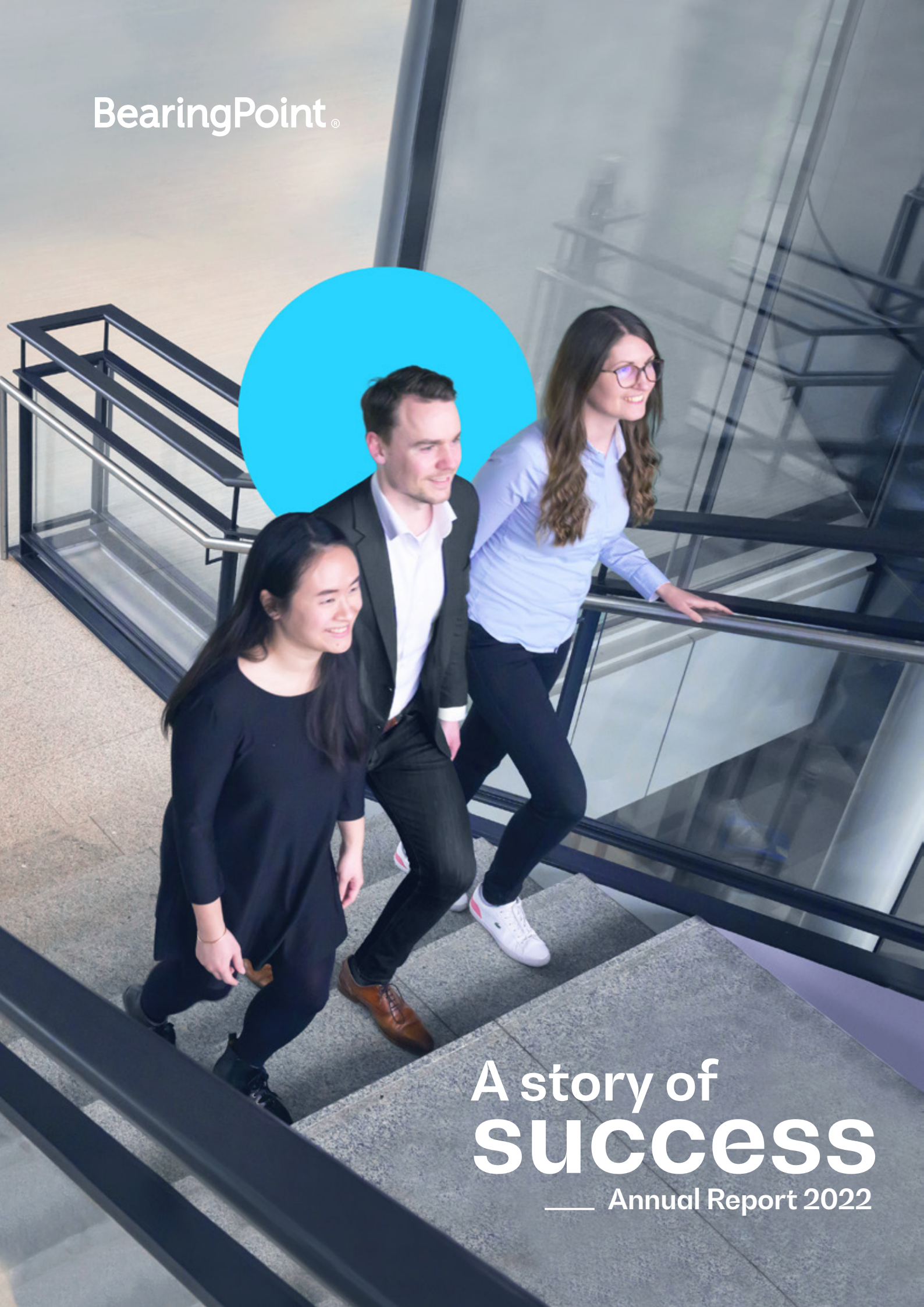


BearingPoint®



A story of **success**

— Annual Report 2022

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● Letter from the Managing Partner

A story of growth

2022 was the most successful year in BearingPoint's history to date as we were able to build up on the success of 2021.

We reported record revenue growth, strong demand for our consulting business services (in particular digital transformation programs), and significant project wins across all of our eight market segments. Besides that, we widened our Products portfolio, strengthened our offering through strategic M&A, and expanded our global footprint.

At the heart of all these achievements was one big success story: As we emerged from the pandemic, our people were able to live out the BearingPoint purpose in full – deepening our collaboration internally and together with clients, sharing ideas and expertise to find better solutions, driving innovation, and taking responsibility for creating a sustainable world. Together, we are more than business.

On a personal note, it has been truly inspiring to reconnect in person over the past twelve months – spending time with our clients and our teams across the firm, meeting people face to face, and getting closer to their individual ambitions and their innovative ideas. It was a great reminder that alongside everything made possible by digital transformation, human contact and relationships remain irreplaceable.

That's especially true in the realm of training and talent development. This is a huge investment priority for us. And through partnerships with Oxford Saïd Business School and Yale, and of course our own Be.School, we are offering a high-quality training curriculum, with more than 2,000 participants enjoying the opportunity to develop their skills and build networks across the firm.



There's also no doubt that our purpose drives business success. In 2022, we hit €863 million in revenues (representing 24% growth), our headcount increased by 23%, we delivered over 1,600 projects in more than 40 countries. This would not have been possible without the trust and long-term cooperation with our clients. Our Products business now offers more than 20 products. Besides that, we completed the acquisition of four specialist consultancies, I Care, Levo Consultants, Fekra and disphere tech, strengthening our specialist expertise in strategically important areas. We opened our new Chicago office, which is already generating significant growth potential. And with our partners at IFS, we successfully launched an important new joint venture – Arcwide.

In 2023, we'll be accelerating the execution of our strategy, targeting €1 billion in revenues. We expect to see greater demand for our consulting business services, particularly digital transformation.

And alongside organic growth, we will continue to develop our Consulting and Products portfolio through highly focused M&A – with plans to invest approximately €300 million over the next years.

Working with clear purpose and being aware of our strengths, but remaining humble, we look confidently into the future, even in times of uncertainty and concern. We want to keep growing!

Thank you to all our clients, our people, and our partners for your trust and commitment. Together, let's achieve even more.

Kiumars Hamidian
Managing Partner

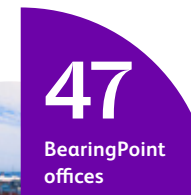
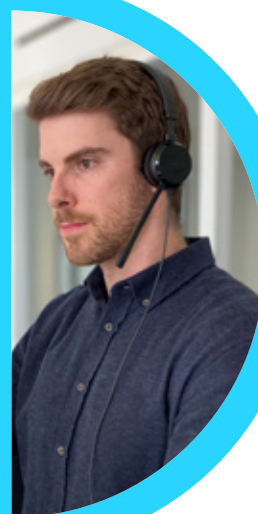
A story of outstanding performance

What a year it's been. Records have been beaten right across our business, thanks to our clarity of purpose, strong demand for our services and products, and the tireless efforts of all our people.

● Business performance

Our year in numbers

Numbers only tell part of a story, but they show how far we've come. In 2022, we exceeded our own predictions and grew stronger with every step.



● Business performance



€300m

Portfolio investment
by 2026

A record-breaking year for BearingPoint

Our story of success in 2022 was driven by new revenue streams and innovative business services. It was greatly assisted by our people investment, improved delivery model, strong performance of all our business units, and the strategic expansion of our portfolio.

People with purpose

BearingPoint heads into the coming year as a strongly purpose-driven firm, focusing on people, innovation, and sustainability. Our people are living our purpose and are at the core of our success. To support our development, BearingPoint increased the number of its people by 23% to 5,253 in 2022, thereof 4,657 client facing.

We continue to invest heavily in talent development to maintain this trajectory. With more than 2,000 participants in programs like Be.School, Yale, and the Oxford Saïd Business School, we've created a high-quality training curriculum.

Consulting – success at our core

Historically our founding business unit, Consulting saw 20% gross revenue organic growth in 2022. Demand has been strong across the board, but most notably in Chemicals, Life Sciences and Resources (+41%), and in Automotive and Industrial Manufacturing (+35%).

Our successful year for consulting is also reflected in the growth of our service lines, in particular in Operations (+28%) and People & Strategy (+21%).

Enhancing our delivery model

We improved and expanded our delivery model in 2022, developing our presence particularly in India, Romania and Portugal. We will provide standardized and product-led services from these delivery hubs, acknowledging our clients' needs and helping them benefit from efficient and cost-effective delivery, while ensuring the high quality of services they expect from the BearingPoint brand.

In 2022, we also cut the ribbon on our Chicago office. This new office demonstrates our intent to further expand our presence in the US and the North American market: one that is key for our European clients and subsequently for our continued growth and international footprint in our regions of focus.

● Business performance

Innovation brings growth

BearingPoint sees innovation as a powerful tool for unlocking sustainable growth. It is one of the three pillars of our purpose and a core component of our strategy.

In 2022 we identified 91 use cases with high potential, a year-on-year increase of 28%. The number of new cases entering our asset funnel also increased by 10% to 52. We continued to grow our innovation community, with around 2,700 people joining our Hub for Innovation.

Examples of emerging solutions that progressed in our innovation funnel were our event streaming toolbox, virtual reality process design, and skill-based production management. Accelerating workforce transformation is also now possible through our People Development Cloud, available on the BearingPoint Store.

Product performance

Our Products business unit was another notable highlight for us in 2022. Now with more than 300 people, this team achieved strong revenue growth of 35%. The BearingPoint Store expanded its portfolio of services and solutions to 24 products.

Our products received both national and international recognition, including the 2022 SAP® Pinnacle Award in the Sustainability category.

BearingPoint Capital continues its growth path

Our M&A and investments team, BearingPoint Capital, supported transactions and inorganic growth opportunities in 2022 for both our firm and our clients. The unit saw an increase of 18% in revenues.

The unit also launched a new office in the city of London, a logical next step in accelerating our plan to become the preferred Transaction and M&A advisor for technology assets and investments across Europe and overseas.

Strategic ventures strengthen our portfolio

The four acquisitions we completed in 2022 are vital components of our strategy execution, and strengthened our portfolio, particularly in the areas of sustainability (I Care), financial services (Levo Consultants), digital business transformation (Fekra), and in our products (disphere tech). They complement our organic growth and support our ambitions for the coming years.

BearingPoint also established its first joint venture, Arcwide. This venture with IFS brings together professional business services, IFS Cloud technology and innovation into a unique business transformation proposition to help companies significantly increase value creation.

Projects for good – our pro-bono work

BearingPoint undertook several pro bono projects across our firm in 2022, allocating over 600 consulting days.

For us, collaborating with nonprofits to help them with their internal challenges makes for an impactful way to engage. We believe we can have the biggest impact by doing what we are good at.

Working towards a sustainable future

BearingPoint sees it as a core responsibility to consider how our own actions affect our planet. We're on track to reduce our carbon emissions by 50% by the end of 2025 compared to our emissions in 2019.

In 2022 we set up an internal reporting dashboard that measures the carbon footprint of our national teams and shows the progress we've made so far. Our program Sustainable Ways of Working also gives us a framework that enables us to change our travel patterns to balance client, personal, and environmental needs.

Finally, we launched a firmwide sustainability training program. This e-learning course teaches our people about social and ecological sustainability challenges and issues around the world.

Strategy acceleration

In 2023 we will focus on the acceleration of our strategy. We plan to invest approximately €300 million by 2026, primarily on strategic M&A activities strengthening and complementing our Consulting and Products portfolio. We aim to further intensify our innovation activities by strategic investments in defined focus areas, expand our core consulting offerings, and scale up our Products offering internally.

Furthermore, we would like to reach the critical mass of 100 employees in each of our markets in which we are represented. And further strengthen our global reach by continuing to ramp up our presence within the US and China.

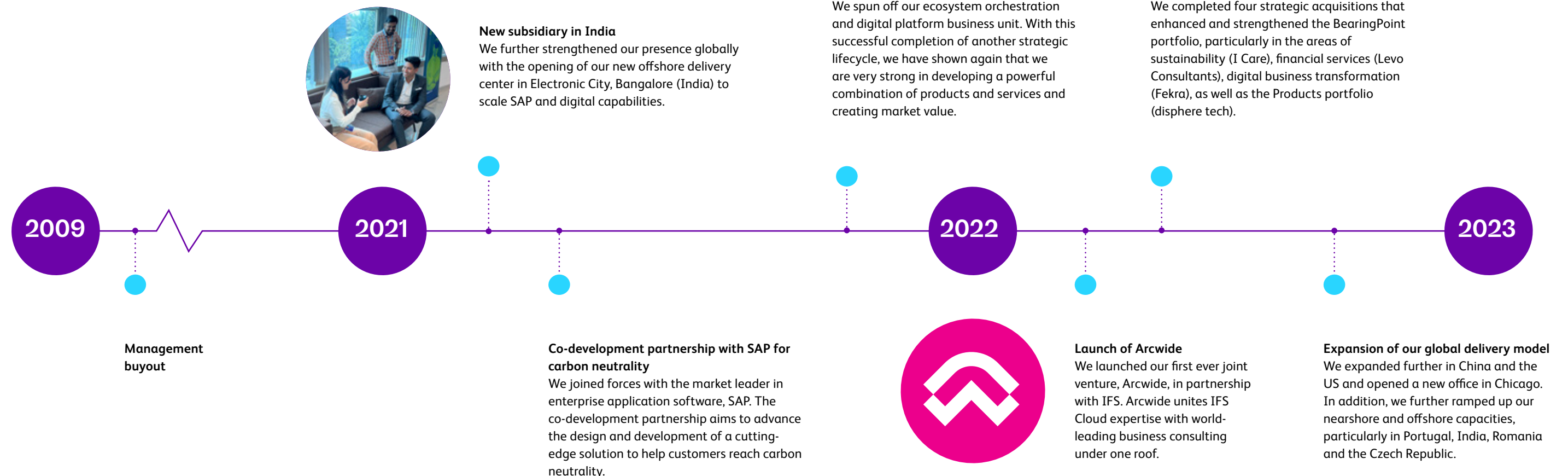
Finally, we aim to expand our joint venture Arcwide to be the world's leading business consulting partner for IFS software solutions as an organization of 500 people by the end of 2023, with local presence in 12 countries.



● Business performance

A strong trajectory

With every passing month, our firm is building its reputation and market position. The milestones we've reached are clear markers of our progress.



● Business performance

A year of acquisitions

To support its strategy execution, in addition to organic growth, BearingPoint looks into investments and M&A activities. We have a strong M&A pipeline with a variety of opportunities reviewed in 2022, including IP assets and ventures, complementing our Consulting and Products portfolio.

In 2022 BearingPoint completed four strategic acquisitions that enhanced and strengthened the BearingPoint portfolio, particularly in the areas of sustainability (I Care), financial services (Levo Consultants), digital business transformation (Fekra), as well as the Products portfolio (disphere tech).

Our acquisitions are an important component of our strategy execution. Besides organic growth, our strategic M&A activities support our ambitions for the coming years. These acquisitions are integral to the delivery of our strategy, our plan for navigating the future and succeeding in an ever-evolving world, and our firmwide priorities.



I Care

BearingPoint has had a dedicated sustainability practice since 2010, and it constitutes one of our firmwide key focus topics. As a result, we were looking to enhance our offering and create a critical mass in this service area with a major acquisition.

Established in 2008, I Care is a consultancy firm specializing in sustainable strategy development and environmental transition. The company had more than 80 employees in France and Brazil, serving public organizations, NGOs, private companies, and financial institutions.

I Care had distinguished itself by developing innovative methods and tools to quantify the performance of actors in the areas of low-carbon transition and biodiversity footprint. By hybridizing scientific and strategy consulting skills, I Care had become a key player in helping organizations define and implement environmental strategies.

We have now integrated I Care within our Consulting unit to complement our sustainability offering and enlarge the scope for sustainability consulting. I Care's proven practice and methodology combined with our transformation and digitalization capabilities allow us to develop compelling new value propositions across the globe.

Levo Consultants

Founded in 2018, Levo Consultants supported financial services players in transformation, organization and improvement projects. Its areas of excellence include strategy, governance, operational efficiency, finance, and risk and compliance. To date, it has brought to its clients a high level of expertise in the insurance, banking, and asset management sectors, with over half of its consultants having held operational and management responsibilities during their careers.

From the start, the connection between Levo Consultants and BearingPoint was clear. Our know-how and client portfolios complemented each other perfectly, and there was a seamless fit between our organizational cultures.

The acquisition of Levo Consultants marks another step in BearingPoint's ambition to support the growth of our banking and insurance clients. It strengthens our strategic focus on one of our primary segments, Banking and Capital Markets. Our ambition is to double the size of the business we generate in this segment by 2025 on a global level.

● Business performance

disphere tech

BearingPoint also accelerated its innovation activities and the development of its IP products and assets with major investments in its BearingPoint Products unit. Agree&Sign is one of BearingPoint's newest products: an innovative SaaS platform for digital handling of approval, transaction, and advisory processes.

It comes as a direct result of our acquisition of disphere tech, a firm that provides clients in the financial services industry with comprehensive support for the digital transformation of sales. disphere tech designed and implemented digital sales channels and developed applications for digital process support. Their cloud platform diContract included digital onboarding

functions, approval of brokerage contracts, video and audio consultations, portfolio transfers and GDPR-compliance features, as well as client data and external contract management. By repositioning it as Agree&Sign, BearingPoint can now transform the digital customer onboarding experience within the financial services industry.

Agree&Sign is another critical milestone in our strategic aim to significantly expand our product offerings, one of our firmwide priorities. As an all-in-one smart remote selling platform that is simple to use and reduces process efforts, it will enhance the digital customer and agent/broker experience.

Fekra Digital Services

European-based Fekra Digital Services was founded in 2008 and supported companies in the digital transformation of their information systems through the integration of IT solutions, specializing in ERP IFS solutions.

In August 2022, Arcwide, our joint venture with IFS, completed an official acquisition of the firm. This strategic move will provide Arcwide clients with complete end-to-end services and support the continual growth in demand for IFS software and solutions. Fekra Digital Services has an ethos of curiosity, open-mindedness and

inventiveness, which aligns perfectly with the Arcwide mindset, and will be essential to Arcwide's further growth.

As global demand for IFS Cloud consultancy continues to increase, Arcwide is set to become a market leader by combining the world-class business technology consultancy of BearingPoint with the best-in-class cloud innovation of IFS. Our continuing investment and support of Arcwide is once again a pivotal piece of the puzzle as we accelerate our strategy execution.



● Business performance

The successful launch of Arcwide

In 2022, BearingPoint launched its first ever joint venture, Arcwide, in partnership with IFS. Arcwide unites IFS Cloud expertise with world-leading business consulting under one roof.



Matthias Loebich
Global Leader Consulting
Network and Arcwide



Michael Ouissi
COO IFS

Arcwide is a key chapter in our story of success over the past year. Launched in April 2022, the new company began with 85 people in nine countries, and by the end of the year had grown to 280 people in twelve countries, with its services highly requested and well-received by clients. We caught up with Michael Ouissi, COO of IFS, and Matthias Loebich, Global Leader of the Consulting Network and Arcwide at BearingPoint, to find out how this successful venture came about, and why it's making a real difference to the market.

When did the idea of a joint venture between BearingPoint and IFS first arise? What was the thought behind it?

Michael: The idea for the joint venture started some time in mid-2021. But before that we had an existing partnership between BearingPoint and IFS that was producing great results in France. And we also had strong

relationships in Germany. Those relationships showed us that there was value in a deeper partnership.

Matthias: In the very beginning, it was not about a joint venture. We were simply discussing how we could take the alliance to a higher level. But we recognized quickly that a JV was the best way to implement our vision: building a professional services firm centered around IFS implementations on a global level.

IFS is working with many partners on a global scale. Why exactly did you choose BearingPoint for this joint venture?

Michael: Number one is the BearingPoint brand – it is known for quality and is a European leader with global reach, so that spoke to IFS, which is also a global brand. Number two is the trust between the firms, and the cultural fit was obvious from day one.

first

joint venture



● Business performance

Why was IFS chosen by BearingPoint as the first company with whom to form a joint venture?

Matthias: It was trust. It was the experience we had from the past, working and achieving results together. It was also about the scope – the experience in large-scale business transformation projects. It also has something to do with size: IFS and BearingPoint are a similar size from a people perspective. You don't find these alignments very often: where you have the same vision and the same ambition.

What were the challenges that needed to be overcome before forming this joint venture?

Matthias: For BearingPoint, we'd never done a joint venture before. It was completely unknown territory. That's particularly true from a legal perspective – how to form it, how to discuss going about it. And we started the joint venture not in one country, but in nine. That is a complexity you also have to manage.

Michael: It was the same for IFS. But I think the biggest challenge was the speed at which we executed it. From the day we actually said yes to completion, it was six months.

Let's come back to the name. Why was 'Arcwide' chosen?

Matthias: 'Arcwide' is related to a bridge: it means we are bridging the whole process landscape for clients and then bringing it to the next level. It has to do with transforming businesses and is a good description of what we do. It's also the bridge to cross for companies to move to a new solution.

What have been the most exciting aspects of this project for you both?

Matthias: What was really unique was the enthusiasm and the mobilization of the team on both sides. It was about 100 people working as one team to make it happen in their different work streams. The challenge was not only legal, but financial, marketing, and of course getting the delivery done.

Michael: I fully agree. Another highlight was how the market reacted to this joint venture. The response from clients was, yes, that's exactly what we need as a provider on a global scale.

What are the benefits that IFS has found so far in this partnership with BearingPoint?

Michael: Maintaining quality with the pace of growth we have is critical, and having a dedicated partner for IFS is hugely important. Secondly, knowing that a partner like BearingPoint is with us driving this ecosystem will help us overcome the challenge that we have as a high-growth company.

What is the involvement of both IFS and BearingPoint in the joint venture right now?

Matthias: We have a joint Supervisory Board, which is in parity. That's where the strategic discussions are taking place. But then we have daily interactions between IFS and the whole Arcwide organization on a country level and on a management level. We're working jointly on some projects as well. To a certain extent it's about mixed teams.

Michael: It's a very close alignment on an operational level, on a management level, and on a strategic level.

What does the formation of Arcwide say about BearingPoint's growth strategy?

Matthias: It's an add-on to the path BearingPoint is taking from a growth perspective. It's part of BearingPoint's accelerated strategy. Will this be BearingPoint's only joint venture? If we find a partner where we have the same level of trust, the same level of ambition, the same vision, then of course there may be an opportunity. But finding that perfect fit is not easy.

What's the distinctive value Arcwide brings to IFS' clients that doesn't exist elsewhere in the marketplace?

Michael: First of all, I think the deep experience Arcwide has with IFS and how to use it, and then delivering on the business transformation using IFS tools. Arcwide has great knowledge and expertise in how to do that.

Customers often have partners who are very focused on implementation. Then they have partners who are focused on business transformation and change. It is very rare for our customers that a partner has the delivery expertise, the system integration expertise, and the change management and business transformation expertise at that depth. That's what's happening at Arcwide.

Arcwide is celebrating its first birthday in April. How will the firm grow over the coming years?

Matthias: When we started, we were roughly 80 people. We've scaled it in one year to 280 already, and we have expanded the geographical footprint. We've also expanded into offshore operations, which are now set up to not only do implementation but also manage service and offshore delivery. At the beginning of this year Arcwide also opened in the US, which is another big growth market.

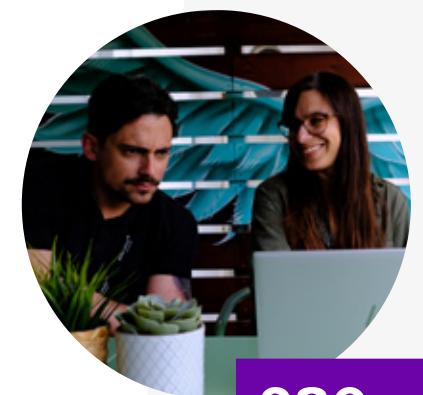
Michael: From an IFS perspective, it's geographical expansion as Matthias said. In addition, broadening Arcwide's services portfolio is another direction.

Finally, if you wanted to convince someone to come and work at Arcwide, what would you tell them?

Michael: Who wouldn't want to work in a company that's doubling every year? It's a high growth environment – a winning environment.

Matthias: And it's backed by two very substantial, experienced companies. You've got all the opportunity in the world to grow within the company as it expands across the globe.

12

Arcwide
countries

280

Arcwide people

A story of client success

We completed a host of successful projects for clients around the world. From driving innovation to accelerating growth, our services have delivered business value across the board.

● Client success stories

A story of collaboration

Examples of client success stories delivered in 2022.

CUSTOMER EXPERIENCE

Innovating off the pitch: bringing Leinster Rugby's supporters a top-notch experience

Seeking to reward their fans' longtime loyalty to the team, Leinster Rugby set out on a journey of innovation to completely shift how they interact with their supporters. With BearingPoint's help, the club will gain access to a new level of customer engagement, based on accurate, real-time insights.

The introduction of this Microsoft technology marks a step change in how we will communicate with our supporters. This project delivers a whole new set of CRM tools for Leinster Rugby that we feel in the future can really improve how we engage with our supporters. We were really satisfied with this project and the outcome of this project working with both BearingPoint and their partner Microsoft.

Kevin Quinn
Head of Commercial & Marketing at Leinster Rugby



SUSTAINABILITY

ADEME is preparing for a green transition of French air transport using three scenarios

ADEME, the French Agency for Ecological Transition, has a holistic view of what is needed to decarbonize air transport, with valuable indicators of feasibility and benefits, but also revealing the challenges and risks. They can now harness this information to support French ministries and administrations, as well as various aviation stakeholders in creating effective measures for a green future.

This study provides a very rich set of information on the progress and challenges of the ecological transition of air transport. Although its perimeter targets traffic in France and with France, it incorporates considerations related to flights from abroad to France, and its lessons are generalizable. It has the merit of raising the question of traffic control as a lever for decarbonization, by showing its effectiveness, particularly in the short term. A logical next step would be to study the potential modalities of using this lever.

Marc Cottignies
Technical Coordinator of the Study at ADEME

SUSTAINABILITY

METRO France defines a framework to pursue its growth in a committed and responsible manner

BearingPoint supported METRO France to go one step further with its sustainable strategy, by helping the business to define a clear and meaningful purpose. The company now has a meaningful goal that paves the way for it to become a leader in corporate social responsibility, while supporting its economic growth ambitions.

Over the past few months, the work performed with BearingPoint and Sparknews on defining our purpose through the narrative of METRO France has been a real accelerator of our transformation toward better integration of sustainability key questions within our business. This has helped align our executives with a common ambition, prompting us to ask deep and complex questions about our role beyond business. Although we don't have all the answers at the moment, we are on the right path toward transformation, and we are confident that we will find the answers progressively.

Marie Garnier
Quality and Sustainability Director at METRO France

● Client success stories

SUPPLY CHAIN

A famous French spirits company reshapes its logistics by building a greener, more resilient supply chain in China

With BearingPoint's help, the famous French spirits company now has a robust logistics supplier network and more sustainable processes across its operations in China.

This positions the business to gain more flexibility and operational efficiency to address market trends and demands, while optimally mitigating any potential risk throughout its supply-chain workflows.

DATA & ANALYTICS

Plan International Sweden identifies effective strategies to increase donations by leveraging data

By performing comprehensive data analysis, BearingPoint supported Plan International Sweden to better understand its current revenue streams and define new ways to attract future sponsors. The NGO is now more empowered to make data-driven decisions regarding its future customer segments, product offerings, and sales channels.

The collaboration with BearingPoint has brought new ideas on how we can enhance our offerings and attract a wider audience of donors. By using the findings in this project, we can work even more data- and insights-driven to develop our fundraising in order to advance children's rights and equality for girls around the world.

Nathalie Piehl

Director Fundraising & Communication at Plan International Sweden

TECHNOLOGY

The Finance Ministry of Burkina Faso traces development funds by using blockchain technology

Burkina Faso's Ministry of Finance and KfW joined forces to improve the donor funds' management. With BearingPoint's help, the two organizations implemented TruBudget, a blockchain-based solution allowing better planning and full transparency of projects.

With TruBudget we achieve transparency and accountability for everyone involved in a project. Our goal is to ensure reliable and efficient use of the approved funding in development cooperation. As payments are traceable on TruBudget, donors may consider to channel funds directly to the partner country's budget.

Piet Kleffmann

TruBudget Taskforce Lead at KfW

MERGERS & ACQUISITIONS

Hg successfully sold tech-enabled MEDIFOX DAN into a unicorn, closing the transaction for \$1 billion

BearingPoint Capital assisted Hg with a technology vendor due diligence, demonstrating how the technology setup and organization are key contributors to MEDIFOX DAN's value proposition.

BearingPoint Capital's deep technological expertise and understanding of transaction processes have helped us several times to gauge risks and opportunities better, and we look forward to continuing this partnership in the future.

Stuart Pearce

Portfolio CTO at Hg

PEOPLE

SKIDATA welcomes people and innovation by adopting the Objectives and Key Results (OKR) framework

In their quest to enhance its portfolio with a broad spectrum of proven standards for customized offerings, SKIDATA engaged in a series of extensive initiatives.

BearingPoint leveraged the strategic goal-setting framework, Objectives and Key Results (OKR), to enable SKIDATA to create more customer-centric, flexible, and scalable solutions, and deliver the business strategy. OKRs are supported by the Workpath software platform, empowering SKIDATA with higher transparency, improved cross-country and cross-function collaboration, and a better management of strategic priorities.

BearingPoint was invited to support SKIDATA on its journey toward transforming how it managed goals and objectives, and for us it was important to have a strong partner at our side. The team gave us some deep insights into how we could become more agile and have better value-driven outcomes using the OKR framework.

Over the last year, the BearingPoint team has supported us in adapting old ways of working into new ways, leading to a company-wide implementation of OKRs. Taking this new approach, and with the added value of Agile, our partnership has gone from strength to strength in enabling SKIDATA to focus on what matters: value-based outcomes for everyone at SKIDATA and its customers.

Dr. Steven Partridge

VP Transformation & BPM at SKIDATA

● Client success stories

CUSTOMER EXPERIENCE

RGF Staffing: Blending technology and customer experience to create staffing solutions that are faster, simpler, and closer to all

Recruitment trends change as the markets evolve towards a highly digitalized era. With BearingPoint's help, RGF Staffing is now ready to address the job seekers', clients' and employees' journeys with a tech-driven and customer-centric approach.

BearingPoint was very instrumental in helping us bring structure, a framework, and clarity. We could then brand it and bring that activity we wanted to do around the three pillars of CDX to a program that we could roll out to all of our OpCos.

Mike Whitmer
CIO at RGF Staffing

SALESFORCE

Stadtwerke Ingolstadt gets a 360-degree view of its customers with a new Salesforce CRM solution

By leveraging a new cloud-based CRM, Stadtwerke Ingolstadt gains accurate insights about its customers and sales processes. The solution offers consistent data and analytics, enabling the company to better target prospects, improve support for existing clients, and optimize the overall customer interaction.

Our CRM implementation project will make Stadtwerke Ingolstadt even more customer-oriented in the future and enable us to offer a number of new functions. We were very pleased with the collaboration on the project, both with BearingPoint and with their partner Salesforce.

Matthias Bolle
Managing Director at Stadtwerke Ingolstadt



TECHNOLOGY

Hanseatic Bank brings innovative solutions to market faster by setting up a modern data integration platform

Hanseatic Bank is well positioned for the future by having established a cloud-based, scalable, and flexible IT architecture. The bank can now easily react faster to the changing market demands and develop new products and services effectively. Building on an AWS infrastructure, BearingPoint combined Apache Kafka, an open-source distributed event-streaming platform, and Camunda, a workflow orchestration tool that designs business processes. Consequently, the future operating model has been redesigned to focus on a more decentralized and micro-service approach, to bring products and services to market faster, in an iterative way.

Hanseatic Bank has already brought to life an improved digital service that helps customers to select and adjust repayment rates for open credit-card transactions. By changing the existing process from a semi-automated process with human interactions into a reusable real-time process, it leads to higher customer satisfaction due to a direct response via the banking app or online banking instead of a 24-hour wait.

The combination of different areas of expertise and team collaboration were key to success. From solution design and business processes to governance and development, BearingPoint delivered with us a successful MVP go-live with a hands-on team.

Nico Koller
IT Project Manager at Hanseatic Bank

SAP

Kao: Outsmarting the growing demands of e-commerce by automating the return-order process

E-commerce trends induced by the global pandemic took online purchasing to the next level of development. This expansion led to significant changes for all online sales and logistics processes, including an increased need to optimize return-order processes for customers.

BearingPoint helped Kao to speed up the creation of return orders, to maintain accurate stock quantities, and to improve the restocking process by integrating a robotic process automation solution (RPA) with SAP. This enabled the bridging of potential system breaches by reducing manual input and any related potential human error.

With BearingPoint at our side, we were able to streamline and reduce a lot of manual work in a cumbersome internal process! Setting the bot-solution live led to happy users and even more satisfied customers!

Suyin Boehnke
SAP Senior Business Relationship Manager SCM EMEA at Kao Group

● A story of opportunities

In the post-Covid era, many certainties have been swept away. We've evolved and adapted to this changing outlook to emerge stronger than ever.

● Market conditions and business outlook



Market opportunities and regional perspectives

The markets for our services and products are constantly changing and becoming more competitive. Discover how we'll tackle the challenges and turn them into opportunities.



Eric Conway
Regional Leader
GROW



Iris Grewe
Regional Leader
GSA



Matthias Loebich
Regional Leader
US & China



Axelle Paquer
Regional Leader
FBLA



Dr. Stefan Penthin
Global Leader
Market Segments

I'm Stefan Penthin, Global Leader Market Segments at BearingPoint and member of our global Management Committee. I'm responsible for leading our firmwide market segments and I'm focused on our new markets strategy, which is centered around strengthening our accounts, our industry-specific services, and our go-to-market approach.

In view of the numbers stated in this report, it's fair to say our firm is in very good shape. One of the challenges for BearingPoint globally in 2022 was to build critical mass in

further countries and regions, especially our GROW region. We therefore made targeted investments to strengthen these countries and balance the regional revenue spread. Each of these country presences has now reached a critical mass, allowing them to operate independently and successfully on an equal level.

While we have strong momentum, sizeable challenges lie ahead as we continue our story of success in 2023. I reached out to our four regional leaders, who share how BearingPoint can ultimately master these challenges.

● Market conditions and business outlook

What are the different challenges BearingPoint faces as a consulting firm in the FBLA (France, Belgium, Luxembourg, and Africa) region?

Axelle: After the creation of Arcwide and three acquisitions in our region in 2022, our first challenge in FBLA is to successfully integrate our new colleagues, leveraging the best of their assets and culture within the BearingPoint family. In sustainability consulting, our ambition is to position ourselves as the key European player in accelerating environmental transition and preserving biodiversity.

In Luxembourg, the success of the team is based on strong client intimacy with private banking, and deep knowledge of asset and wealth management. The challenge is to continue to grow and cross-fertilize this expertise with all components of BearingPoint.

In Belgium, the team is dedicated to data and analytics and serving the European Union and its agencies. Both are core platforms for BearingPoint's development.

Finally in Africa, we have to execute our strategic focus on Morocco to support our Government and Public Services, and Banking and Capital Markets clients, and help our European clients based in Africa in their digital and sustainable transformations.

Our GROW region (Finland, Ireland, Italy, Netherlands, Norway, Sweden, and UK) consists of seven countries. What do they have in common, and how do they respond to local market needs?

Eric: While there are some geographical symmetries, the GROW regional grouping is based on our practice size and scale – not geography. Each country is typically famous for the work we perform in two or three segments or in two or three of our service lines in that country. The ambition is to continuously broaden the footprint in each country to cover more segments and service lines.

However, we are always conscious to match our services to the demands of our customers in each country and this does vary significantly from country to country. For example; In Norway despite having a very large Data and Analytics team, the requests from customers are ever increasing even as we keep building the team.

This is aligned to the Norwegian business community that is very advanced in analytics. In Ireland, where most of the world's largest tech firms have their European headquarters, we see a heightened demand for our technology implementation teams. The country in general and our client base has become so technology smart, only very high skills and qualifications are acceptable. In Italy our offices are located in Turin and Milan and in line with the market and what you might anticipate, our Turin team continues to see high demand in automotive and industrial equipment segments with a focus on operational and process improvements, while our team in Milan is closer to consumer goods, luxury goods, and retail.

I can say with confidence that we have a consistent culture and way of working within BearingPoint, but the markets and cultures of the seven countries are vastly different. Nevertheless, we are focused on how the practices are evolving, we are investing jointly, and always working collaboratively and assisting one another when it comes to delivering projects for our customers.

What is unique about the market for business consulting in the GSA (Germany, Switzerland, and Austria) region?

Iris: First up, the three countries are more different than you probably think. From the outside, Germany, Switzerland, and Austria are often perceived as a group of rather similar animals, mainly due to the fact that German is spoken in most parts. However, each of the three countries is actually very unique in itself. This is easily understandable when looking at the major industries existing in each country and the resulting economic footprint. Yet it gets slightly trickier when looking behind the scenes, where culture comes into play. Here, using a "one size fits all" approach should be avoided when moving from one country to the other – especially with respect to business relationship-building, negotiation, and decision-making style. This is important to know and to respect when working in each of the countries.

Secondly, as the three countries are geographically and economically close, seamlessly working across borders is probably even more frequent in the Germany/Switzerland/Austria country group than in other BearingPoint regions.



● Market conditions and business outlook

Due to the somewhat differing industry footprint of each country, we can readily provide cross-industry “inside-out” and “outside-in” views to our clients by combining teams from the three countries.

From a BearingPoint growth perspective, what do the US and China have in common?

Matthias: The two countries represent not only the two largest global economies, but are also very dynamic in terms of growth and innovation. This makes them highly relevant for our clients, but also for us as a firm, as we can identify and adopt emerging trends very quickly and leverage them across the firm.

We see a strong demand from our clients operating in these markets in managing growth and scale, increasing productivity by adopting new technologies and embracing sustainability.

What is the role of the BearingPoint Singapore practice in this context?

Matthias: Many of our European clients value Singapore as their Southeast Asian hub – and so do we, in line with our commitment to client proximity. No matter whether related to Consulting transformation advisory, managing our Product business for APAC clients or delivering IFS projects within our Arcwide joint venture, Singapore’s economically dynamic and politically stable market make it an attractive country in our geographical portfolio.

Clients are expecting more and more from their consulting partners. How will BearingPoint meet these expectations in the FBLA region?

Axelle: Firstly, we’ll continuously add value in combining business and technology assets, innovation and end-to-end transformation. We’ll create increasingly customized solutions that make an impact with our clients. Secondly, we’ll proactively encourage sustainable ways of working, even if sustainability is not in the scope of our projects. Thirdly, clients know the difference between consultants who do a routine job versus those who are passionate about an industry. BearingPoint is the only consulting firm in Europe that serves its clients with true independence and passion – consulting with heart.

Are we still seeing challenges or special client demands related to Brexit in the GROW region?

Eric: Brexit certainly created a number of new challenges (and in some case opportunities) for many of our customers, in particular where their organization relied on or was part of a supply chain that passed through the UK. But it’s amazing how good businesses find a way to continue and work, and this is exactly what has happened. Our teams in the UK were busy in segments such as consumer goods, retail, insurance and automotive, and at the moment the concerns over the short term future of UK economy has taken over much of the commentary and attention with the UK customer base.

How will BearingPoint maintain its strong performance in the light of an economic cool-down, which we tend to see for example in Germany in 2023?

Iris: At BearingPoint, we always follow the principle of not putting all our eggs in one basket. In consulting terms this means we are active in eight different industry segments from different economic areas. This has stabilized our business in the past and will continue to do so, as an economic cool-down never hits all segments with the same magnitude. Furthermore, our offering portfolio is tailored to help clients realize either their efficiency, growth or sustainability agenda. Thereby, we are able to address the area of most critical demand for our clients. In addition, our risk management continuously monitors the economic as well as geopolitical developments, allowing us to anticipate the right investments and setups to navigate a potentially more volatile market.

How are you making the case for new customers in GROW to trust BearingPoint rather than other consultancies?

Eric: Good question. We need to be able to demonstrate how we can deliver added value through innovation, flexibility, responsiveness, delivery model options (on-site, nearshore and offshore combinations), experience, and know-how. The buying behavior of our customers has changed in recent years. With skills shortages and demands to move faster, the top selection criteria are often “can you deliver, and deliver fast? And in an agile manner?”. We have a proven track record of doing this.



Sustainability
Efficiency
Growth



What can BearingPoint do to cope with new market entrants and differentiate its offering compared to specialist boutique consultancies?

Iris: Generally we welcome new entrants, especially in the case of boutiques that can underpin and/or complement our footprint. We’re always open to collaborations and working in networks, as we believe that co-opetition can unleash creativity for our clients. Especially for smaller consultancies with a limited coverage of the consulting value chain from a business, methodological or technological perspective, BearingPoint is an attractive partner, as we bring the full portfolio of Transformation Advisory and IP products to the table with over 5,000 employees worldwide.

Does substitution pose a challenge to BearingPoint in the US and China, such as by in-house consultants or artificial intelligence?

Matthias: The threat of substitution in the short term is limited, since both are strong growth markets. Nevertheless, both markets are well advanced in the area of artificial intelligence, so I would expect to see the first examples of substitution solutions in one of those markets first.

However, in a world of talent shortage, the value of being able to solve complex problems and drawing the right conclusions should not be underestimated. For this reason I’m sure that consulting as a profession will not only survive in the future, but thrive.

How does the FBLA region plan to win the talent war?

Axelle: We want all our new joiners and senior colleagues in FBLA to experience BearingPoint as a safe, inclusive, and purpose-driven environment.

On top of firmwide development programs, our people promises include external coaching for everyone, flexibility with hybrid ways of working and co-working spaces, a shared purpose agreement based on CSR and environmental KPIs, and dedicated support for females and young parents. This makes BearingPoint simply a great place to work, where people are understood, can feel a sense of belonging, and are able to be themselves.

Securing the brightest new talent in the US and China will be key to success – how will BearingPoint achieve this?

Matthias: With our European heritage, unique culture, and strong growth ambition, we’re highly attractive for talent in both markets. Building and maintaining our culture and providing colleagues with an environment that brings personal and professional growth is key to being an attractive employer.

● A story of a portfolio gathering strength

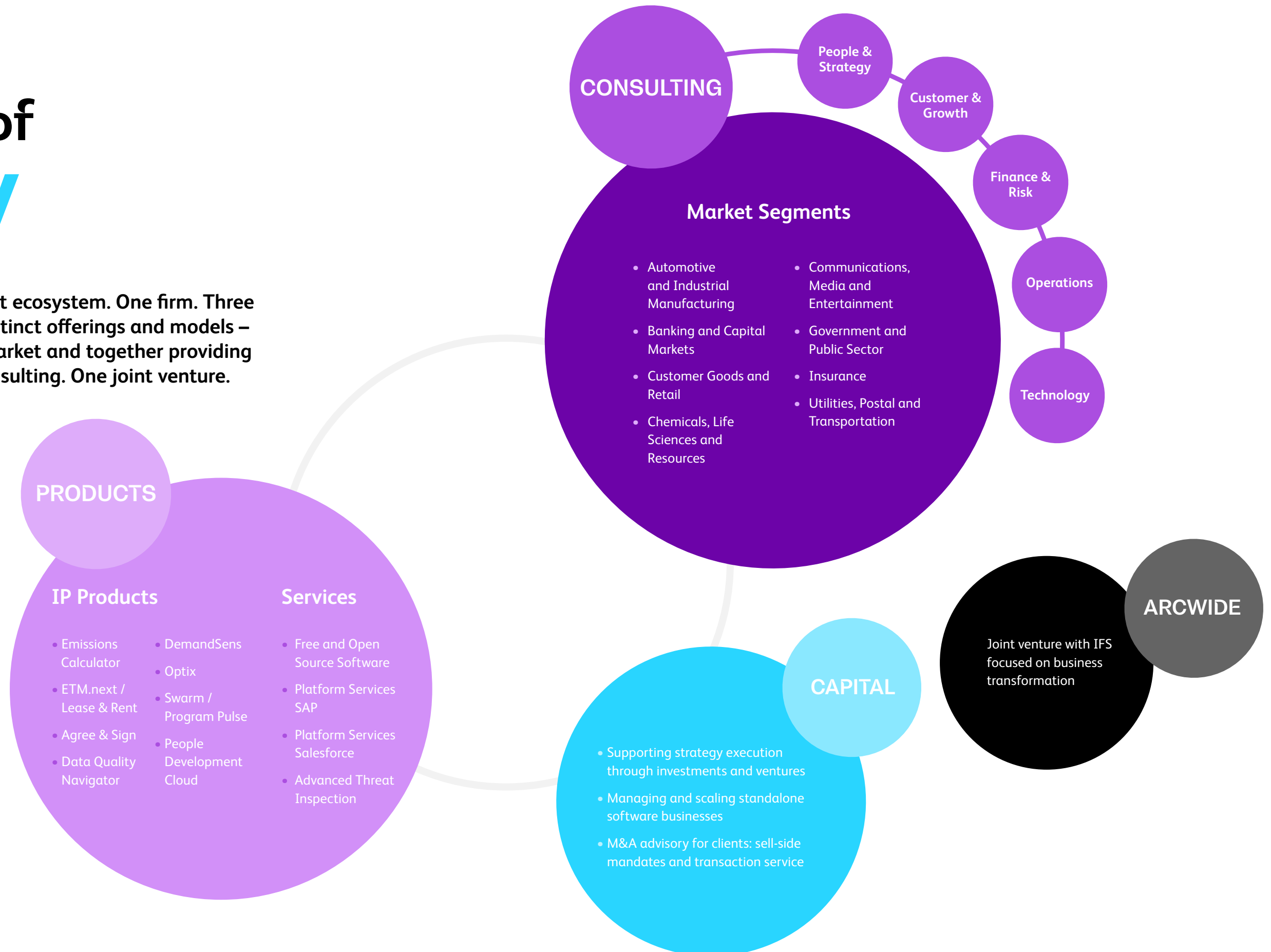
Our portfolio is the footprint of our business. It's how we're structured, and how we work together. In 2022, our unity and collaboration have been essential in delivering on our promise as a firm.



● Our portfolio

A story of unity

The unique BearingPoint ecosystem. One firm. Three business units – with distinct offerings and models – focused on their own market and together providing technology-enabled consulting. One joint venture.



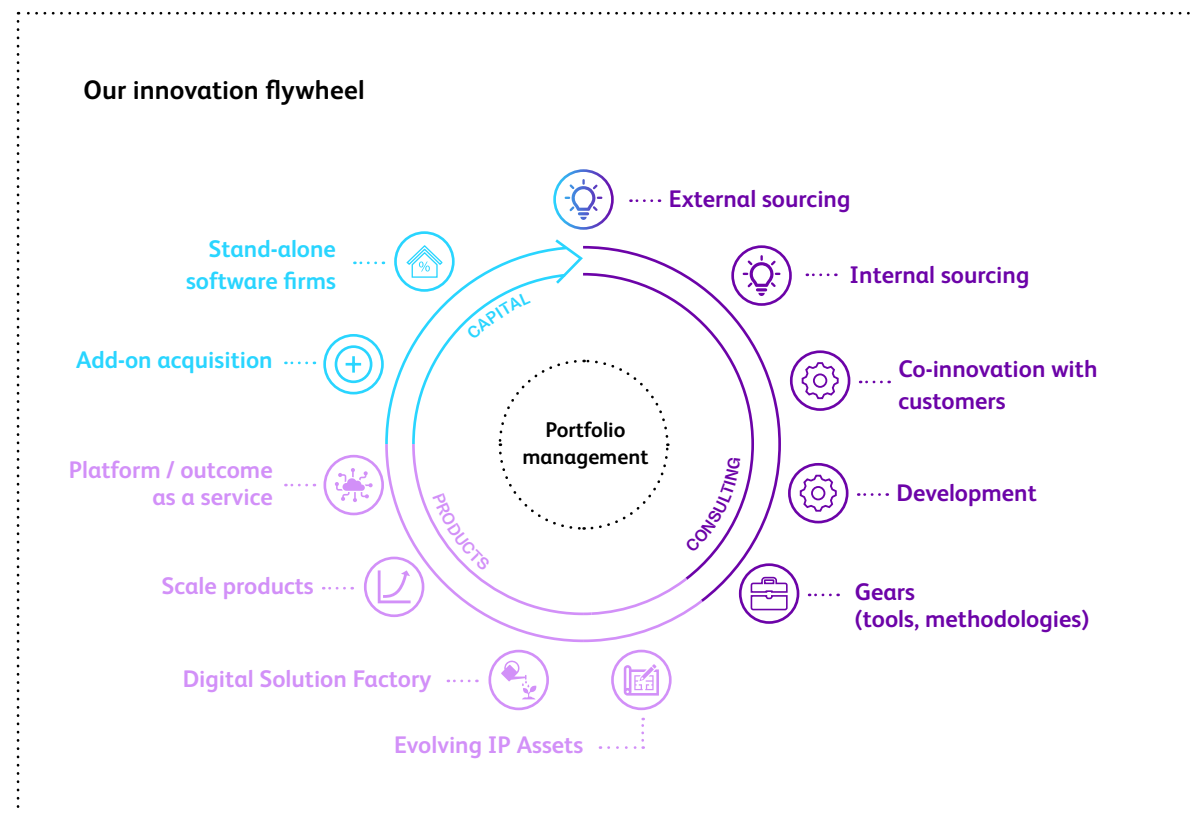
● Our portfolio

Three business units working as one

Damien Palacci, Global Leader Consulting Portfolio, gives an introduction into the rationale behind our business portfolio.



Damien Palacci
Global Leader
Consulting Portfolio



BearingPoint is composed of three business units: Consulting, Products, and Capital. Together, they form a unified and collaborative business organization that has powered BearingPoint's story of success in 2022.

Organically, they drive growth with more innovation, more people development, and better client service. Inorganically, they help us build investment capacity, market attractiveness, and the ability to integrate successfully.

Consulting is our historic core, and has continued its impressive trajectory in the past year. With a global presence in main industry segments and service lines, BearingPoint provides independent end-to-end services from strategy to implementation. We focus strongly on sustainability and digital transformations – two megatrends that are reshaping the global economy now and in the future.

Drawing on this footprint and an in-depth understanding of emerging market needs, BearingPoint has implemented an innovation flywheel. Together with the Products unit, Consulting continuously explores new use cases with its customers, then turns them into minimum viable products (MVPs) for further market testing.

BearingPoint teams are exploring 91 high potential use cases, a 28% increase year-on-year. With dedicated investment and support from specialized innovation and software teams, the most promising of these are transformed into:

- Gears – assets to strengthen our consulting, such as the SAP S4 Transformation Framework
- Products and Services – offerings ready to be scaled, available on the BearingPoint Store, such as Data Quality Navigator or ETM.next.

Products has the DNA of a software company. It incorporates dedicated product teams and its own marketing and sales functions. Leveraging BearingPoint's technology capabilities, it works closely with customers, supporting them with value-added services built on major cloud platforms including SAP, Salesforce, and Microsoft. The importance of the Products unit to our firm as a whole is growing.

Capital supports this innovation flywheel, scouting targeted acquisitions to strengthen our product portfolio. It manages our capital investment, joint ventures and potential divestments. Capital also supports private equity and corporate M&A in Transaction Services, such as technology and sustainability due diligence. With an agile international setup, BearingPoint Capital is growing fast, the team doubling in size in 2022.

BearingPoint strategically manages its portfolio of priority services as One Firm. We focus on investment and collaboration where we can bring significant added value to the market. Priority segments across our main territories include Automotive, Banking, Retail, and Public Sector. Sustainability-driven transformation is addressed by all three business units across the entire value chain, from strategy to operations, finance and technology.

From a people perspective, our model has a strongly European and multicultural identity. Our success is built on the trust we place in our local teams. Each of these teams is empowered, able to adapt to its market and act entrepreneurially. This creates the space for every employee to develop and make an impact, while at the same time collaborating within international communities of practices, for expert support, training, innovation and joint projects.

● Our portfolio

Consulting

The continued success of our Consulting unit, with 20% organic revenue growth in 2022, stems from a number of factors. We've built an organization that combines strong proximity for our customers and teams with in-depth expertise and international collaboration.

Each of our regional organizations manages local operations including recruiting, resource management and customer satisfaction, in local languages and local culture. It allows management decisions to be executed close to the customer and to the teams.

Our market organization serves all key industry segments, developing in-depth industry expertise and managing long-term relationships with our customers. We also have the ability to pull in more resources and accelerate when demand is stronger. Examples of this in the past year have been Automotive and Industrial Manufacturing (+35%) and Chemicals, Life Sciences and Resources (+41%).

Our service line organization develops functional and technological competencies and innovates to create new value-added offerings. Supported by our Nearshore Centers of Expertise, it provides end-to-end transformation capabilities. In 2022, our People & Strategy service line grew by 21%, and Operations by 28%, with a particularly strong focus on people recruitment, development, and retention.

As part of our 2025 Strategy, we funneled increased investment into a selected number of focus areas. This development has proven particularly successful.

In terms of industry segments:

Government and Public Services: We managed large engagements to transform public organizations, most notably in Germany, Ireland and France.

Automotive and Industrial Manufacturing: We increased our business with automotive OEM and Tier-1 suppliers, supporting their transformation towards a new mobility.

Consumer Goods and Retail: We achieved continuing success with leaders in the beauty and luxury markets, helping them navigate a path in the new digital and sustainable paradigm.

Banking and Capital Markets: We saw a strong rebound for our consulting business despite a complex business environment, enabled by strong relationships and frame-contracts with European market leaders.

In terms of communities of practices:

Sustainability: has now more than 200 core team members with the acquisition of I Care in France.

Sourcing and Procurement: doubled its net bookings from 2021 to 2022, and increased its presence in our Czech Republic and Romania nearshore centers.

Salesforce: doubled its net bookings from 2020 to 2022, and created a new nearshore center in Portugal to support its international growth.

SAP: increased team size by more than 25% in 2022 fueled by ambitious transformation projects, that leverage new SAP technology to better support our customers' strategy and operations.

Data, Analytics and Artificial Intelligence: has grown by 40% in 2022, and now numbers more than 600 specialists across our countries.

↑ **20%**
Revenue growth

● Our portfolio

Products

Delivering the promise of tomorrow

With the agility of a software company, BearingPoint Products is the second powerhouse within our firm and a key driver of our success story.

Over the last few years, we've bundled our IP business-critical software and differentiated services into compelling solutions in a product-centered way. We now offer specialized platforms to help our clients build dynamic and profitable futures, based on our market insights and extensive experience of customer transformation.

Our Products unit made huge strides forward in 2022, delivering a remarkable 35% increase in business growth. The array of software solutions and services on the BearingPoint Store now extends to over 20 products. Likewise, the team behind those innovative solutions has grown to over 300 dedicated product managers, developers, and sales professionals across Austria, France, Germany, Ireland, India, Romania and the US. Last year we successfully completed over 100 projects in nine countries.

We've established a powerful platform for greater success in the years to come.

Unleashing our clients' business potential

Our product portfolio features verticalized business solutions tailored to managing process requirements including rental, leasing, equipment, fleet, pricing, inventory, and forecasting. In addition to platform services for SAP, Salesforce, and Microsoft, we also offer comprehensive horizontal services for IT and HR transformation, data quality, open-source compliance, OT, and cybersecurity.

With deep industry knowledge and project experience, our Products experts create data-driven business insights that drive results. Our clients benefit from increased agility, efficiency, and productivity, which in turn delivers true competitive advantage and unleashes untapped value within their operations.

Furthermore, our strategic partnerships with key technology providers such as SAP, Microsoft, Salesforce expand our cloud-business footprint. They drive faster innovation and keep us at the forefront of the industry.

A particular highlight in 2022 was a co-development agreement with SAP for sustainability management, resulting in the joint product launch of SAP PFM (Product Footprint Management). This collaboration allows us to work towards a greener future, for which we received recognition both nationally and internationally last year. Our tireless work to help businesses become more intelligent and more sustainable was recognized with the 2022 SAP® Pinnacle Award in the Sustainability Category.

A bigger, better, faster future

Our product teams are united by the belief that technology can redefine and support people in managing complex challenges. With strong performance, innovative solutions, and a growing cohort of dedicated professionals, our Products business unit is well positioned to continue driving growth and shape our clients' futures with our digital products.



BearingPoint Products is differentiating our portfolio by offering proven IP-based solutions that drive innovation and growth. We're delivering business outcomes that unlock true potential and drive our clients towards a more sustainable future.

Donald Wachs
Global Leader BearingPoint Products



35% ↑

Revenue growth



● Our portfolio

Capital

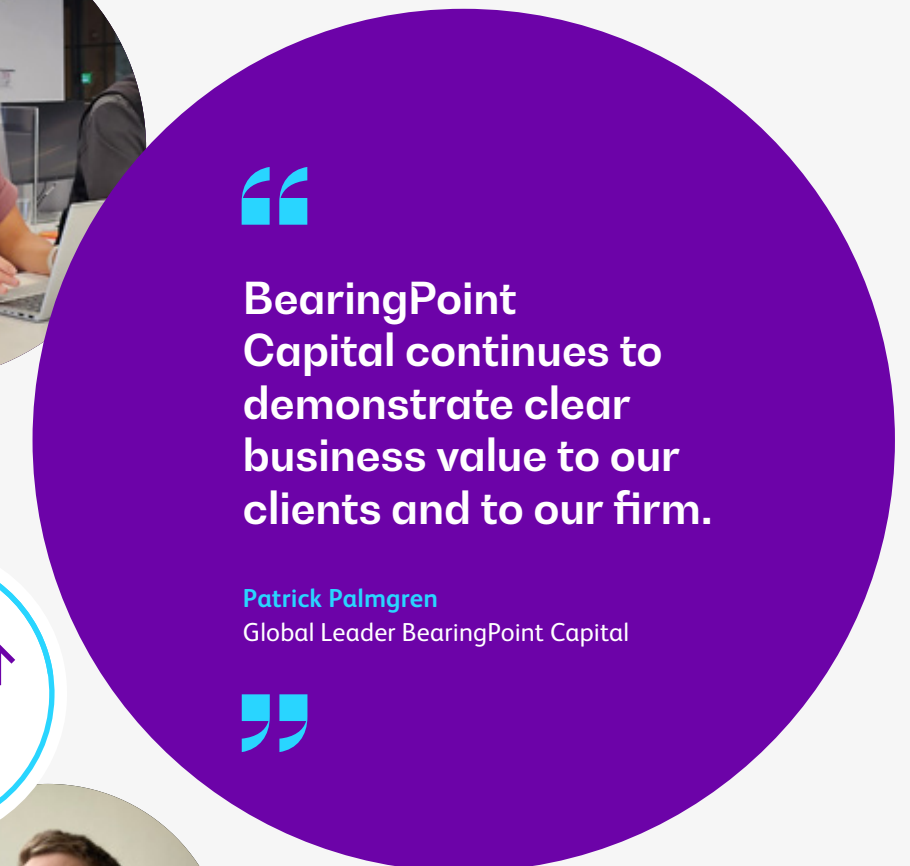
The third business unit that is pivotal to our ongoing story of success is BearingPoint Capital, our M&A and investments team.

BearingPoint Capital supports all transactions and inorganic growth opportunities for our clients and our firm. For our clients, this includes support in and execution of transactions, M&A strategy and due diligence. For our firm, it supports our inorganic growth agenda, investments, and standalone software businesses.

The unit continues to demonstrate clear business value to our clients and to our firm. BearingPoint Capital saw an increase of 18% in revenues in the past year, with a Compound Annual Growth Rate (CAGR) of 42% since 2020. This excellent performance is giving us significant momentum for the year ahead.

To support our strategy execution, BearingPoint Capital manages our corporate portfolio, investments, and M&A activities. We had a strong M&A pipeline with a variety of opportunities reviewed in 2022, including IP assets and ventures. We helped to structure our 2022 acquisitions (I Care, Levo Consultants, Fekra and disphere tech) as well as our Arcwide joint venture launched with IFS. For our clients, we provided services across the whole M&A deal lifecycle, with a particular focus on technology and tech-enabled businesses.

BearingPoint Capital took a further critical step in 2022 in establishing a global footprint, with the launch of a new office in the heart of the city of London. Our new office brings world-class diligence, value creation, and M&A expertise to clients competing to acquire the best technology assets. We are now providing strategic advice and support to UK and European businesses in their efforts to select, run or divest their strategic technology assets and investments.



BearingPoint Capital continues to demonstrate clear business value to our clients and to our firm.

Patrick Palmgren
Global Leader BearingPoint Capital



● Our portfolio

Success and growth across the globe

- BearingPoint
- Arcwide
- I Care
- ABeam Consulting

In 2022, we expanded across regions and nations. With strong investment in the US and China, we're well on our way to being a truly global firm.



A story of purpose

To have a clear purpose is to understand the why, not just the how. In 2022, we reshaped our purpose to help all of us deliver with clarity and conviction.

● Our purpose

More than a statement: Together, we are more than business

As a firm, and as individuals, our long-term growth is rooted in a shared purpose that extends beyond financial performance alone.

In 2022 we took some time to explore those things that drive us and unite us, and from this we refined and clarified our purpose: Together, we are more than business.

Much more than a statement, our purpose is our strategic North Star, and a constant guide and reference point for every decision and action we take. It helps us to understand (and explain) not only how we do things, but why. And it acts as a powerful force, concentrating our efforts to achieve more in three fundamentally important areas:

Firstly, **more for people**: Enabling our clients, ourselves, and society as a whole to develop and prosper.

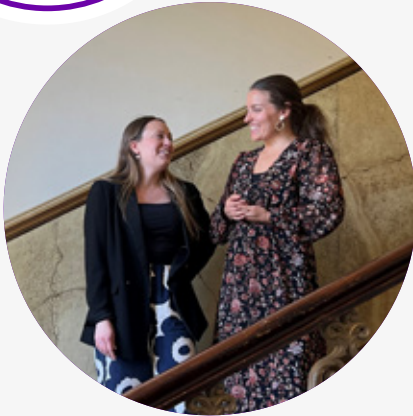
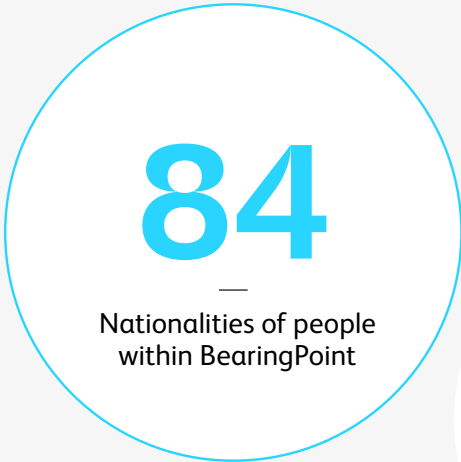
Secondly, **more for our planet**: Taking positive, proactive steps on issues such as CO₂ emissions and biodiversity, and supporting clients to transform business models and value chains to secure a more sustainable future for all of us.

And thirdly, **more innovation**: Challenging the status quo, finding new and better solutions, and developing technology to drive progress for universal good – innovation will always be a vital aspect of who we are.

Over the past year, we have made great strides in living out this purpose through every aspect of our organization – from consultancy, services, and technology, to our ways of working, partnerships, and ESG initiatives.

People facts

Our culture is about putting people at the center of everything we do. It means more inclusion, more equality, and more investment in learning and development to help people thrive.



● Our purpose

More for people

Our story of success is built on people.

While our strategic approach puts our people, our clients' people, and people in society at the center, we want to highlight in this report how we engage with the people who make up BearingPoint.

Why? Because our story of success all starts with them. Only as a team of motivated and unique individuals, with a strong sense of belonging in our firm, can we provide meaningful solutions to challenging issues faced by our clients and their people or stakeholders in society and our communities.

Here's a closer look at how we invested in 2022 to address the interests and needs of our people.

Developing talent

We invest in our talent through high-quality personal and professional development. Our people development framework provides guidance, competencies and training relevant for each level, and complements our career progression process, which helps everyone to grow. We ensure everyone receives the support they need through our hybrid approach to development, whether they're working remotely, part-time, in the office or on a client site.

In addition to local training, in 2022 we further enhanced our global training curriculum, adding two additional world-class training programs.

The first of these is our bespoke program with Oxford Saïd Business School, a 12-month course for our Senior Consultants with all of the skills development you would expect from an MBA course.

The second is our Consultant Bootcamp, which offers development in topics related to our purpose and skills specific to our service line teams.

These two training programs complement our curriculum, where we offer courses such as our Be.School for new hires, and our leadership programs with Yale School of Management. Now, all individuals can access industry-leading training programs every two years, on top of virtual and role-specific training.

We continue to provide special training and networking opportunities for females. This is part of our ambition for higher female representation in leadership roles within our firm, as defined in our sustainability goal of Female Acceleration. The Female Leadership Training, conducted together with ESCP Business School, is regularly ranked as the best-rated training with our female talent.

In total, 3,900 employees attended our firmwide training programs last year, either in-person or virtually.



● Our purpose

Work from anywhere

Flexibility in terms of where, when, and how to work in the most productive way became the default approach in all our practices in 2022. This flexibility is based on the trust we have in our people. We're confident that they will do the right thing and choose the most productive approach for the varied tasks that they are accountable for. In tandem with our general commitment to flexibility, we put in place the possibility of 'workation', to allow BearingPoint people to combine work and vacation. This is complementing our ambition of family-supportive working arrangements that allow for an effective balancing of our people's personal and work-related needs.

We continue to build outstanding client relationships. With our Sustainable Ways of Working approach, we foster discussion around a productive, valuable and environmentally responsible level of presence with our clients. There are countless tasks that don't require a physical presence, and can be fulfilled from anywhere including (but not limited to) working from home.

At the same time, we have dedicated a considerable amount of resources to creating inspiring office spaces. With our BearingPoint Campus, we create a place for bringing colleagues together across teams and borders. In this way, we fulfil our hybrid approach of combining flexible working with the possibility of collaborating on-site in teams in the most productive and innovative manner.

Building deep connections

We team up.

Everyone in the firm is part of multiple teams, such as their stable development teams and potentially changing project teams. In addition, they can find other colleagues with similar specialist or personal interests in BearingPoint Communities of Practice or affinity initiatives.

In our Communities of Practice, which bring together hundreds of team members from at least five countries, firmwide exchange, and knowledge sharing on our core consulting topics is helped to flourish. For this reason, these communities provide excellent platforms to deepen knowledge and kickstart innovation. More than €4 million investment has been allocated in 2022 to support collaboration, development, and innovation in our firmwide Communities.

With affinity initiatives, we build firmwide networks to ensure ongoing awareness and improvements on potential inclusion blind spots and to foster awareness. Our four active affinity initiatives tackle gender equity, LGBTQ+ inclusion, health and ability awareness as well as ethical and religious exchange. We know that for real and comprehensive inclusion, the voice of our people is key. These affinity initiatives are an essential source of organizational learning, ensuring an equitable workplace and a sense of belonging.

Beyond these initiatives, our teams meet in their offices for work and off-work events. In 2022, they jointly planted trees (Romania), met with colleagues and their children to exchange thoughts on parenthood and work responsibilities (France), and took part in a plogging event, a mixture of jogging and collecting waste on the streets (Germany).

With this blend of constant collaboration and interest-related exchange, we support our people's need for continuous development, purpose-driven exchange but also the fundamentally human need for identification and belonging.

€4m

Allocated investment to support collaboration in firmwide Communities.

“

Only as a team of motivated and unique individuals, with a strong sense of belonging in our firm, can we provide meaningful solutions to challenging issues faced by our clients and their people or stakeholders in society and our communities.

Stephan Weber
Chief People Officer

”




● Our purpose

Innovation facts

Our firm is breaking new ground with every project we undertake and every product we launch.



New ideas entering our asset funnel

52

+10%↑

Year-on-year growth



Use cases with high potential

91

28%↑

Year-on-year growth



People who joined the Hub of Innovation

2,698

● Our purpose

More for innovation

Innovation is a major contributor to our story of success in 2022.

Last year our innovation teams identified 91 high-potential use cases (an increase of 28%), introduced 52 new ideas into our asset funnel (up 10%), and welcomed 2,698 people from across our business network into our Hub for Innovation.

Innovation is also a powerful tool for unlocking sustainable growth. Businesses face a range of challenges that can impede growth and profitability, from disruptive technologies to changing customer expectations. But by leveraging innovation, these can be overcome and sustainable growth achieved.

Our innovation approach

In 2022 we continued to cement an environment that nurtures new ideas every day. Our innovation approach first turns insights into ideas, and experiments with them to assess feasibility. We then turn desirable ideas into assets by testing minimum viable products (MVPs), developing these and scaling them up. This is a journey requiring strong collaboration among clients, explorers, asset teams, and innovation agents.

As soon as an idea can be experimented with and assigned to an asset team, it's managed in our asset funnel, in stages ranging from 'experimentation' to 'scale-up'. Innovations are experimented with to validate

them, gather knowledge about use cases and market relevance, and improve on them. We then build an MVP for a single client to further test desirability, feasibility and viability.

Innovation in four dimensions

Four critical components of growth can help organizations adapt and thrive in the face of uncertainty and disruption. These are people, agility, sustainability and data. For all four, innovation helps them to flourish.

People are one of the driving forces behind growth. Customer satisfaction depends on enterprise workforce skills and experiences. To accelerate workforce transformation through a personalized development journey, People Development Cloud is available on the BearingPoint Store. It is a suite of practice and software comprising three modules of training, coaching and engagement. It leverages years of experience in HR Consulting, using specialized offerings such as Active Manager for front-line managers and Steerio for project pulse surveys.

Growth happens when a company can quickly adapt to changing customer expectations. That's where personas are key. But how do you review and adjust these personas based on market developments and

your evolving customer base? Thanks to BearingPoint's Dynamic Persona Engine, used in the post-MVP stage, we can create more data-centric and personalized personas, and tailor customer experience efforts.

Growth also depends on **agility** to adapt to new business priorities and changing circumstances. In this area, some examples of emerging solutions that progressed in our innovation funnel in 2022 are:

- Event streaming toolbox, the launchpad to kick off and accelerate the adoption of real time data management at scale. It was an idea from last year's BE an Innovator, our global innovation competition, that went through the garage sprint to validate it in the market. It received funding at the shark tank and now has several client experiences that show that a sweet spot has been found.
- Virtual reality process design, to experiment with business processes and understand their impact before they are physically implemented.
- Skill-based production management, to provide the right task to the right people at the right time.

Many innovations in 2022 moved through our funnel in the area of **sustainability**.

It is a key pillar for long-term success, ensuring that growth is inclusive, equitable, and environmentally responsible. BearingPoint Sustainability 360 provides a strategic approach to define and execute a company's sustainability agenda. It is the starting point for activating capabilities to measure emissions (using our Emission Calculator) and report on sustainability (including several initiatives around sustainability data management).

Data is essential for growth because it provides the knowledge and insights needed to make informed decisions. Good input is required to get good output: a host of innovation solutions in the area of data quality are moving through stages of our innovation funnel thanks to our incubator dedicated to the topic. Different vertical solutions based on Salesforce, targeting markets like utilities, insurance, and government, are currently in the process at the level of our Asset Board, which can speed up development with dedicated resources.

These are all concrete examples of how BearingPoint is ready to unlock new sources of growth, enhance competitiveness, and drive positive change across the world.



● Our purpose

Planet facts

We build sustainable solutions both internally and for our clients. We're on the path to do more as we're aiming to become B Corp certified and for a 50% reduction of our carbon emissions by the end of 2025.

600
days

Consulting time allocated
to pro bono projects



252

Sustainability-focused
projects delivered

Emissions reduction goal

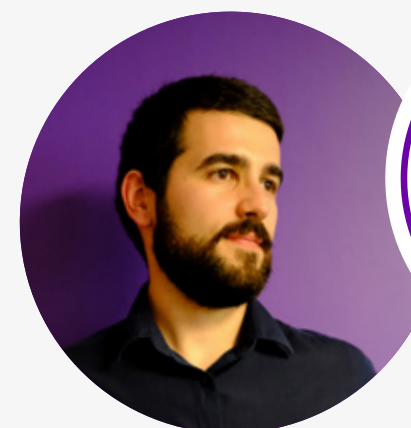
50%

(By the end of 2025 as compared to 2019)



100% ↑

Emissions
compensated



Emissions 2022

6,766

tons of CO₂e

(estimated values)

● Our purpose

More for our planet

Protect the planet for a sustainable future!

The final pillar of our firmwide purpose is to operate in an ecologically sustainable way.

First and foremost, this means supporting clients on their own ecological transformation journeys. By combining our firmwide Sustainability Services Community in 2022 with the acquisition of the specialist consulting firm I Care, we've scaled and anchored sustainability services within our portfolio. This includes offering general sustainability strategy services and specifically addressing planetary boundaries.

Meeting our own responsibilities

Considering the impact of our own actions on the planet is a core responsibility. In 2022, we continued to pursue the ambitious milestone of reducing BearingPoint's greenhouse gas emissions (CO₂e) by 50% by the end of 2025 (as compared to 2019). This firmwide goal is cascaded down to every country so that each practice leader is accountable for the country's emissions reduction plan. We're currently completing the final steps to submit our firmwide emission reduction target to the Science-Based Targets initiative (SBTi). We have adopted the SBTi's methodology when defining our target, which clearly signals our commitment to the initiative's idea and ambition.



● Our purpose

In our annual Sustainability Report, we provide full transparency about our own performance regarding the material emission dimensions covered – business travel, commuting, office energy, and IT device usage. We provide the same transparency in the way we calculate our emissions and the progress we've made compared to our targets.

We have finalized our commuting and travel emission calculations for 2022, with business travel (excluding commute) making up 76% of our firm's carbon footprint. Yet, we shall add, that in 2022, we included additional business travel emissions (rail and overnight stays in hotels) for comprehensiveness. For other dimensions (namely IT and office emissions), we have estimated the emissions footprint for 2022 to be 1,241 tons of CO₂e. Based on these calculations, we recorded (estimated) total emissions of 6,766 tons of CO₂e in 2022.

So far, we are on track to achieve our emissions reduction target. However, following the Covid-19 pandemic, we saw an upward trend in emissions, mainly due to increased travel activity. We will mitigate this increase by promoting more sustainable ways of travelling and by adapting our fleet management. Given that the climate emergency (and associated policies) will demand even higher emissions savings overall, our emission reduction target for 2025 is just a milestone.

We are in the process of identifying further, longer-term emission reduction goals, as well as putting in place the structural and behavioral adaptations needed to achieve them.

To go further in our firmwide sustainability efforts, we must keep our practices informed about the latest developments and initiatives. In 2022 we set up an internal reporting dashboard that better enables our country teams to understand the composition of their carbon footprint, and the progress they've made so far. Our biggest emission source, business travel, is updated on a twice-yearly basis. Beyond quantitative data, we're able to rely on our people as drivers of change, as they support their country teams to define manageable CO₂e reduction roadmaps and measures. The collaboration and engagement of growing firmwide and local teams means that we're rapidly turning ambitions into achievements.

Embracing the sustainability challenge

Some sustainability measures are easy to implement, such as switching to renewable sources of electricity for our offices. Others, however, impact our 'traditional' ways of doing things.

With our program Sustainable Ways of Working, we're building a firmwide framework to proactively introduce ecological sustainability to our clients.

We not only follow the necessary project routines and processes, we also aim to pitch for joint pro bono projects with clients to support nonprofits or social enterprises, we organize joint volunteering initiatives, we encourage clients to join our Climate Fresque workshops to discuss the causes and effects of climate change, and we invite them to collaborate on sustainability research. In addition, we encourage project teams to make travel decisions that balance client, personal, and ecological needs in consultation with their clients. To support this, accompanying communication is key. In 2022, with a team of CSR Leads from all countries, we developed the campaign "Sustainable PrACTices". Every second week, we launched a new information piece that invited our people to reflect on their consumption patterns (such as a vegan lifestyle, unsustainable fashion habits or fast food), or invited them to take part in a challenge, such as commuting to work by bike or not mowing their lawns to support biodiversity.

Finally, we've invested significant time in preparing a firmwide sustainability training that's open to everybody in the firm. In this e-learning course, our people are now offered the opportunity to learn about numerous social and ecological sustainability challenges and imperatives around the world. This training also introduces our Sustainable Ways of Working program as the BearingPoint approach to embedding sustainability in our daily activity.



Considering the impact of our own actions on the planet is a core responsibility. This goes hand in hand with supporting our clients on their ecological transformation journeys.



Axelle Paquer
Sustainability Sponsor in the
Management Committee

Sustainable Ways of Working

About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: Consulting, Products, and Capital. Consulting covers the advisory business with a clear focus on selected business areas. Products provides IP-driven digital assets and managed services for business-critical processes. Capital delivers M&A and transaction services.

BearingPoint's clients include many of the world's leading companies and organizations. The firm has a global consulting network with more than 10,000 people and supports clients in over 70 countries, engaging with them to achieve measurable and sustainable success.

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