Status quo

Disruptive innovation
The 'organisation' as we know it is changing.
Disruptive innovation

Businesses are having to adapt at an accelerated pace to keep up with constant changes in technology and services.

Often beginning in the ‘consumer’ space, these changes are making the jump to the ‘enterprise’ space and this convergence can create disruption to the status quo, altering the way businesses do things.

Not every emerging technology will alter the business landscape – but some will have the potential to significantly disrupt the status quo, wiping out traditional established business models and reshaping the competitive environment.

It’s going to be an exciting journey to build competitive advantage in this new age and only those with winning strategies will succeed. Disruptive innovation should be embraced as a positive move toward the technological transformation of tomorrow.
THE THIRD PLATFORM

With all players’ eyes now firmly on the Third Platform, and leadership of the IT industry for the next two decades so obviously at stake, now it is all about pitched battles across the Third Platform: in mobility, in Big Data and social technologies, in the datacenters that will support the Third Platform, in a new generation of industry-transforming killer solutions, in rising customer groups (emerging markets, line-of-business executives, and cloud service providers and developers) driving growth and new requirements, and around the “Internet of Things” — the new frontier, stretching the reach and impact of the Third Platform.
Value will continue to shift dramatically as the Third Platform cannibalizes huge Second Platform markets and as value migrates within the Third Platform itself: up the “stack,” from infrastructure to developer platforms and marketplaces, from applications to data, and from broad applications to industry-specific solutions and communities. Of course, the most dramatic value migration driven by the Third Platform will not be that within the IT industry but within virtually every other industry on the planet: enabling the delivery of innovative new offerings, redefining competitive advantage, and driving major disruptions.

Third Platform disrupting every industry
IDC predicts that by 2018, one-third of the top 20 market share leaders in most industries will be significantly disrupted by new competitors (and “reinvented” incumbents) that use the Third Platform to create new offerings, new business models, and new cost structures to drive revenue growth and expand value.

Smartphones and tablets will continue to dwarf PCs, with tablets and smartphones outselling PCs by about 2.5 to 1.
Cloud spending will grow a remarkable 25%, reaching over $100 billion. Public cloud will win 75% more deals than private.
The “Digital Universe” of data will continue to explode, growing by 50% to about 6 billion terabytes in 2014.
By 2017, 80% of Fortune 500 companies will have an active (social technologies–enabled) customer community.

Third Platform driving the present and future
Spending on mobile, cloud, Big Data, and social and related offerings will grow 15%, drive 29% of IT spending, and drive 89% of IT spending growth.

Line-of-business executives driving more IT spending
In 2014, and continuing through 2017, IT spending by groups outside of IT departments will grow at over 6% per year — almost 2.5 times the rate of the IT department — led by marketing, customer service, and sales groups.
Disruptive innovation

Outdated IT business models

Transformational business agility
Line-of-business managers will have more influence over IT spend
It is clear today the relationship between IT and their business customers is changing. The experience ‘users’ have of IT is being driven now more by what’s available from the Apple store, than what is on offer from the CIO and the IT department. Business executives and line-of-business leadership now have new expectations of what their IT experience should deliver.

Logicalis commissioned a survey in September 2013* that highlighted a shift in IT buying power from the IT department to line-of-business executives. Line-of-business employees are taking on technology projects, partly due to the increased influence that technology holds over business processes, but also, in many cases, due to the ease of access, implementation and operation.

Enterprises are demanding much more from IT; it has to both cut costs and enable business growth and faster time to market. The upshot of this is that business leaders are beginning to play a much more significant role in IT decisions. (See IDC Insight on pages 2 and 3). In a world where business leaders are becoming more involved with business issues, the CIO and the IT organisation are not always the buying centre and are struggling to match technology with people and processes.

* A global study of CIO pressures and priorities from Logicalis

Cloud presenting more opportunities for line-of-business executives
The ‘cloud’ is presenting more opportunities for line-of-business executives to identify and procure software and infrastructure solutions without the need to engage with the CIO or the IT department. This is particularly so in the adoption of business-cloud applications such as file sharing, business productivity tools, customer relationship management (CRM), marketing automation, social business and collaboration.

CIOs having to keep up with business demand – efficiency, productivity and agility
In the last few years, the emergence and rapid adoption of cloud technologies has given new life to the theory that the average IT operation is too old and slow to keep pace with user demands. IT operations are having to compete with ‘new model’ service providers, who do not have the burden of managing legacy IT infrastructure and investments.

However, out of the promise and the threat of the cloud, a new kind of IT leader and department is set to emerge. They will be the conduit between the organisation, its IT infrastructure and services, and a portfolio of specialist technology and service providers they choose to work with.

Find out more at: www.logicalis.com

IT have to manage yesterday, today and tomorrow

**Proven**
- Virtualisation
- Storage, servers, networks
- Remote Working
- Video Conferencing
- Data Management
- IT Service Management (ITSM)

**Present**
- Private Cloud
- Convergence Infrastructures
- Mobility and BYOD
- Social Collaboration
- Big Data/Analytics
- IT Automation
- XaaS

**Emerging**
- Self-service
- Infrastructure Consumption
- Software-defined (SDx)
- Bring-your-own-application (BYOA)
- Hybrid IT
Disruptive innovation

Technology defined

Service defined
Changing the perception of IT

What challenges CIOs most in attempting to keep up with business demands is that they not only have to keep an eye on the future, but also on the past and the present. The Logicalis survey* showed that 50% of CIOs said they spent between 80-100% of their budget on running past investments, while the majority wanted to spend under 50% of their budget on this activity.

The CIO clearly wants to change the organisation’s emphasis from running IT legacy to delivering business transformation, but to achieve this they will have to transform the mission of their department – creating time and resource.

We know that it is today’s systems and emerging technology, operational and consumption models which make IT more efficient to operate, and more agile in responding to customer demands. These shifts are driving what Logicalis believes will be a step-change in an organisation’s use and perception of IT.

* A global study of CIO pressures and priorities from Logicalis

Today, Logicalis believes that most organisations are ‘technology defined’ – they are as agile as the technology and application platforms they have chosen in the past. In the future, the transformation in technologies, operational and consumption models will drive new levels of agility, and create what Logicalis now calls the ‘Service Defined Enterprise’.

The Service Defined Enterprise will focus less on what IT systems it owns and operates, and more on which IT services it has access to, and the speed at which these services can meet its overriding business objectives.

Service-led strategies

Logicalis’ survey highlighted four key strategies that were rated by CIOs as helping them transform their organisations and create time to deliver business innovation and transformation.

#1 Internal IT transformation – transforming and operating what they already have to drive efficiency.

#2 Ask partners to provide more support through managed services – utilising the mature processes and scale of service providers to drive transformation.

#3 Look to consolidate services partnerships, leveraging fewer partners to deliver more services.

#4 A small but significant minority would now look to IT to achieve agility and maturity through the use of cloud service providers.

These results show that CIOs are assessing different service-led strategies to create time and resource for delivering new IT-led business innovation.

The Logicalis Optimal Services portfolio is designed to support IT and business transformation. Logicalis’ Optimal Services help CIOs manage the overhead of technology, infrastructure and operations, and enable them to respond proactively to their organisations’ business transformation aspirations.

Optimal Services spans the complete enterprise platform lifecycle, from traditional maintenance and monitoring services through to the consumption of resources from the cloud.

Find out more at:
www.logicalis.com

Businesses expect transition from technology to service

The Technology Defined Enterprise

IT as a Project

Capex

Corporate IT

Data Centre Expansion

Securing the Edge

Managing Storage Growth

Unified Communications

The Service Defined Enterprise

IT as a Service

OPEX

Consumer Experience

Private Cloud

Pervasive Mobility

Big Data Analytics

Collaborative Workforce

IT Supply

Business Demand
Disruptive innovation

Business as usual

Embracing change
Aligning technology to service defined environments
As CIOs focus on becoming organisational service providers, the technology building blocks which underpin this new delivery model are also aligning to service defined environments, whether these be the underpinning architectures, or user-driven consumer experiences.

Logicalis continues to be a leader in discovering, assessing, evaluating and delivering transformational technologies to our clients, and those transformations continue to focus on greater effectiveness and efficiency in the IT department, as well as new business productivity experiences for their users.

In the network over the last few years, we are seeing bring-your-own-device (BYOD) projects at scale, with significant growth in the underpinning wireless networks, security infrastructures, and investment in, and understanding of, business mobility policies across a range of industries and markets. Over this period the growth in BYOD has fuelled a focus on the business applications where mobility can drive significant productivity or experience improvements. Business applications such as business analytics, collaboration, communications and video have moved to mobile, and the integration between static and mobile experiences has become a seamless requirement of business users.

In IT, the trend of moving from isolated technologies to converged infrastructures has continued in the data centre. The CIO is simply looking for consolidation and virtualisation of legacy environments, albeit with a growing number adopting the model of data centre IT service automation and orchestration. This is with the goal of building an internal cloud service that is comparable with those of external cloud service providers.

Across both data centre and network platforms, the growing maturity of Software Defined (SDx) technologies from a growing number of vendors is bringing new levels of provisioning, agility and control of major enterprise and service provider platforms.

And, with the CIO continuing to focus on operational excellence and effectiveness, and with a strategic direction now focused on becoming the provider of service, not of technology, the importance of holistic service management strategies is increasing across a range of industries and customer segments. IT service management (ITSM), portfolio management, and service catalogue development are acting as the pivot point for strategic IT service and operational transformation.

Partner with a ‘best-in-class’ service provider for the right solutions
As an internal enterprise services provider (IESP), the IT department will continue to own and operate enterprise architectures and business process and productivity applications, and its primary focus will shift from technology management to the delivery of business-relevant, IT-related services. It will not abandon its expertise in running business technology. Instead it will build and manage those technologies and activities that the business wants, and trusts it to deliver. In managing its many key IT assets: networks, servers, storage, and ERP systems, it will need to do this in the style of a service provider.

Find out more at: www.logicalis.com

The IESP transforms business choice and experience but maintains business control

IT acts as the conduit for all IT services
The business gains agility, reduced cost, and managed risk
Performance stories
Helping our customers to build competitive advantage

Logicalis transforms working practices with enterprise mobility and collaboration solution

“Logicalis understood the essence of a true partnership. Their performance far exceeded my expectations.”

Phil Go
CIO, Woolpert

Woolpert is one of the US’ largest, leading design, geospatial and infrastructure management firms.

Woolpert had disparate and ageing voice systems with no ability to leverage mobility, video conferencing or collaboration between employees, partners and clients. For an organisation striving to become an employer of choice, the company wanted to promote a better work-life balance for its employees, as well as serving clients in a more efficient and effective manner.

The solution
Logicalis delivered a Cisco Unified Communications platform including call processing, integrated messaging, collaboration, and corporate and mobile presence with video, in a single centralised solution across 20 offices. This was the single largest IT investment ever made by the customer and had the strategic sponsorship of their CEO.

Key benefits
• Increased productivity through more effective communication and collaboration
• Increased flexibility and work-life balance with remote mobile access
• Improved client experience through greater ease of access to Woolpert team members, resulting in faster resolution times

Logicalis’ framework for IT maturity

Our aim is to provide a clear series of stages in IT transformation through which we can work with our customers.
Logicalis enhances staff productivity and work efficiency with Managed Services for AstraZeneca

AstraZeneca is a global biopharmaceutical business operating in over 100 countries, and its medicines are used by millions of patients worldwide.

Through its commitment to develop a strong business presence in China, AstraZeneca has established itself as the largest multinational pharmaceutical group operating in the country today. Because of rapid expansion, AstraZeneca faced the challenge of addressing the increased demands placed on its network infrastructure there. Since 2003, Logicalis has been working with AstraZeneca to manage and optimise its network to keep up with the company’s growing needs.

The solution
By using Logicalis managed services, AstraZeneca has been able to continuously modernise its network infrastructure to meet the evolving requirements of its employees. The technical expertise and strong quality of support services provided by Logicalis make a critical difference in improving operational efficiency.

Logicalis has also played a pivotal role in delivering highly versatile network solutions to facilitate wireless deployment and network optimisation across AstraZeneca’s new sites.

Key benefits
• Significant improvements through simplified network management
• Increased focus on strategic business initiatives – 30%+ more availability for non-administrative tasks
• Increased scalability to respond quickly to current and future network demands
• Better able to manage and scale IT investments and significantly improve visibility of performance of its network infrastructure

Logicalis’ Optimal Services help CIOs manage the overhead of technology, infrastructure and operations, and enable them to respond proactively to their organisations’ business transformation aspirations.

| Component-based Architecture | Integration and operation of discrete infrastructure resources and management systems to deliver IT platforms aligned to current business requirements |
| Converged Infrastructure | Design, deployment and operation of converged infrastructures to reduce the cost, risk, and complexity of platform deployment and improve the agility and speed of platform service delivery |
| Virtualised | Virtualisation across the data centre, network, security estate and cloud to deliver agile and cost-efficient alignment and direction of resources against dynamic business priorities |
| Automation & Orchestration | Policy and process driven automated and orchestrated IT services across both internal and external resources and service providers, creating seamless alignment of business and IT at significantly reduced complexity and cost |
| IT-as-a-Service | Providing a portfolio of IT services, available to the business and its users in the forms of consumption, ownership and provisioning models that directly meet business needs |
Logicalis Group’s strategic goal remains the maximisation of growth in profit and value by gaining strength, capability and market share in our key markets and establishing Logicalis as the ICT partner of choice for customers.

Since I became CEO of Logicalis in March 2007, Logicalis Group has consistently grown turnover and profit as well as improving business efficiency ratios, and I am proud to report on another record year for the company. In March 2014, I moved to become Executive Chairman, and the day-to-day running of the business has now been passed to Mark Rogers in his role as President and Chief Operating Officer.

Logicalis maintained its focus on the growth areas of ICT despite overall demand for ICT being relatively weak during the period under review. Revenues from product sales were up 9%, with increases in the Cisco and other vendor categories, although revenues from the IBM and HP vendor categories were down. Encouragingly revenues from total services were up 31%, with annuity service revenues up 26% and professional services revenues up by 40%. These results reflected our long-term strategic focus on growing services.

Logicalis’ achievement of 9% growth in product sales compared very favourably with its main vendor partners, Cisco, HP and IBM, of which only Cisco had growth (in low single digits) in product revenues. Both HP and IBM had overall declines in revenue in the product segments that Logicalis resells. Indeed at IBM, revenues from its systems and technology group were down over 18% during the 2013 calendar year. Management believes that market share with Cisco was gained during the period under review. The mix of service revenues as a proportion of total revenues improved to 31% in FY2014, up from 27% in FY2013. With operating expenses under control, operating profit increased 23% in the year.

Our markets
Demand in the markets in which Logicalis operates was mixed during 2013. The market for networking technology products was positive, particularly in the South America and Asia Pacific regions, but demand for servers and storage remained generally weak (as in FY2013). Overall Logicalis was able to outgrow the market and gain market share in the Cisco vendor category. Demand from telecommunications operators and services providers in South America, an important customer segment for Logicalis in this region, was still strong.
Overall the outlook for ICT investment appears to be better than the actual experience in FY2014. Market analysts are predicting strong growth in ICT investment across emerging markets in 2014 and 2015, with South America being particularly strong, especially in its demand for networking equipment driven by the ongoing investment by service providers. Elsewhere, the outlook for general IT spending remains mixed although generally better than last year, with recovery in the systems market expected. Growth at the market level is expected to be low in the more developed economies. The ongoing investment in communications networks, next generation data centre virtualisation technologies, collaboration solutions and cloud services is still expected to be strong.

Logicalis’ management is focused on building a strong business through organic growth and acquisition, and delivered a very good financial performance in the year under review.

The overall good growth rate in the first half of the financial year improved further in the second half. Revenues were up 12% year-on-year in the first half, and 17% year-on-year in the second half. Europe and the Asia Pacific region had a much stronger second half although there was a softening in the Latin America region.

Revenue, excluding sales to other Datatec companies, increased by 15% to $1.55 billion (FY2013: $1.35 billion), including $134.7 million of revenue from the acquisitions made during the year. Adjusting for the impact of acquisitions made in FY2013 and FY2014, organic revenue increased by 5% (9% on a constant currency basis). The Latin America region, and in particular Brazil, continued to have strong growth, with Brazil up 32% in local currency terms, although the reported results are held back by the further strengthening of the US dollar against the Brazilian real.

The gross margin was also up at 23.3% (FY2013: 22.9%). Product margins were down slightly due to lower rebates (on lower IBM and HP product revenues). The gross profit was up 16% to $360.9 million (FY2013: $310.3 million) and operating expenses increased by 17%. EBITDA increased 15% to $90.3 million (FY2013: $78.6 million), resulting in an EBITDA margin of 5.8% (FY2013: 5.8%).

After charges for depreciation and amortisation of intangible assets, operating profit was up 23% to $67.5 million (FY2013: $54.7 million) – another strong performance given global macroeconomic conditions.

The very positive increase in profitability for the year was driven by improved performance in Europe, both from better UK profitability compared to the prior year, and from the contribution from the businesses acquired from 2e2. The Latin America and Asia Pacific regions also delivered higher profits; the exception was the North America region, which had weak product revenues, and as a result its profit contribution was lower than in the prior year.

In North America and the UK, markets saw steady growth in demand for hosted cloud services, and strong growth for private cloud infrastructure and services. Both operations continued to enjoy positive growth in demand for hosted data centre and cloud services, although this revenue segment is still a relatively small proportion of total revenues. All Logicalis regions benefited from the emerging demand for bring-your-own-device (BYOD) and business mobility solutions and services.

During the beginning of FY2014, Logicalis acquired four European operations of 2e2, as noted in our Annual Review last year. This included the Spanish and Irish systems integration businesses, the Channel Islands business (Jersey and Guernsey) and an operation in the Netherlands which is a leading IT service management consulting organisation.

In October 2013, Logicalis acquired iConsult (Jersey) Limited, a privately owned Jersey company which provides desktop and mail hosted solutions to the small and medium businesses (SMB) market, mainly in the financial and professional services sectors. This business has been integrated into Logicalis’ existing Channel Islands operation.

After another great year, I would like to sincerely thank our employees in all the countries where we operate for their hard work and commitment in achieving these results. I would also like to give a big thank you to our customers, partners and stakeholders, whose support is greatly valued.

Ian Cook
Executive Chairman

Revenues from total services were up 31%, with annuity service revenues up 26%
President’s Q&A
An insight into market trends and the Company’s positioning

We found that 60% of CIOs believe their line-of-business colleagues will have more influence over IT spending in the next three years.
Mark Rogers was appointed President and Chief Operating Officer of Logicalis Group in March 2014.

Q. Tell us a little about yourself, Mark, and how long you’ve been with Logicalis.

A. I’ve had a long career in the technology and service sectors, both in the UK and internationally. I will be celebrating my eleventh year anniversary at Logicalis this year, having joined in 2003 as Finance Director for Logicalis UK. Then in 2004 I became Chief Financial Officer of our European Operation, and then Chief Operating Officer for Logicalis Group in March 2007. In March this year, I was appointed President and COO of Logicalis Group.

Q. What are the biggest changes you’ve seen over the last decade at Logicalis?

A. There were just over 1,000 employees when I joined the company in 2003, operating in seven countries. Today we have over 3,700 employees in 24 countries around the globe. The biggest changes I’ve seen are the breadth of IT and communications offering that we can now deliver to our customers, and the fact that we are now able to do this consistently in far more places than previously, having grown the Company both organically and through acquisition.

Ten years ago, the Company was more disparate, with the local companies operating more independently. Today, we have a strong, consistent brand, a common services and solutions portfolio, a common service management platform, and many examples of project teams collaborating across all the regions. This has evolved Logicalis from being a vendor reseller to becoming an international IT solutions and managed services provider.

Q. Tell us about your go-to-market strategy for Logicalis.

A. Our go-to-market strategy is built around engaging with our customers through our core value propositions: communications and collaboration solutions, data centres and our Optimal Services portfolio; professional services, lifecycle and managed services, and cloud services.

As well as engaging with our traditional customers from the IT department, we also need to stay relevant and demonstrate to lines-of-business leaders, our ability to service the changing demands of their employees, customers or citizens. This could be through supporting new user experience demands driven by increased use of consumer-driven mobility devices, transforming communications and interactions through enterprise social media, or providing new and transformative business insights through the use of big data and business analytics.

Q. So how is Logicalis supporting customers with these growing business demands?

A. Logicalis’ independent approach to how customers own, operate and consume core IT services enables us to help our customers achieve their core business goals across a range of models in systems integration, lifecycle and managed services, and provisioned cloud services.

The market transition to cloud is happening very fast and Logicalis customers are continuing to assess and invest in cloud services, specifically around cloud on-premise and hosted infrastructure services. We are ensuring our investment strategy for cloud services matches this pace of transition.
President’s Q&A

continued

Q. What are the key trends you’re seeing in the market?

A. In both our home and working lives, we are experiencing big changes through technology innovations such as cloud computing, big data analytics, and mobile and social networking, which can be disruptive. While these technologies have been around for some time, we are now seeing acceleration in how they change the way we live and work. Companies that have been around for decades are disappearing as new players appear on the high street, changing the face of entire industries. And this can disrupt established business models and reshape the competitive landscape.

Companies need to be more agile and productive to keep pace, and enable flexibility and innovation, since customer loyalty is harder to acquire and maintain when it’s now so easy to find another purchasing option. Mobile is probably the most widespread emerging technology that is disrupting the way organisations work, followed by cloud services, where companies can benefit from economically attractive entry points, scalability and speed of implementation.

In the last 12 months we have also witnessed the acceleration of the move to ultra-connectivity for smart devices, often dubbed the ‘Internet of Things’ (IoT). This is putting the strategic direction of a new segment, ‘Operational Technology’ (OT), into the line of vision of a growing number of executives across a diverse range of industries. Whilst the growth and monetisation of smarter people, offices, streets, cities, factories and universities is still in its infancy, this opening up of the power of technology is already starting to drive demand for connectivity and capacity in a number of markets.

Q. How do you think this is influencing the behaviour of CIOs?

A. We are seeing a continuing desire of CIOs and lines of business to consume an increasing amount of their IT needs ‘as a service’. In a survey conducted by Logicalis last year across 180 customers in 24 countries, we found that 60% of CIOs believe their line-of-business colleagues will have more influence over IT spending in the next three years.

These trends continue to gradually shift the balance of strategy, product or service selection, and ultimately budget spend, from IT into the hands of functional business units, and this in turn is placing new demands on IT leadership to focus a greater part of its resources on business-outcome-led engagements. It is driving the CIO to shift focus from being a technology guardian to being the organisation’s internal service provider.

Logicalis’ survey, as well as other external research, confirms that CIOs are looking to modernise their internal IT organisation, systems, processes and infrastructure, and work externally with more service partners to meet their organisation’s IT supply needs.

Q. Has Logicalis had to invest in new skills to enable this transition?

A. Our customers now require more consulting in best practice IT operations and processes, which will enable their organisations to blend services internally, from partners, and from the cloud into a coherent whole.

We have been continuing to invest in these skills across our business, demonstrated through the acquisition of one of Europe’s leading IT service management consulting and solutions providers, Logicalis SMC, based in the Netherlands.

And, as our customers move to a model where they have a blend of systems, solutions and services, internally and externally provisioned, we continue to invest in defining and bringing to market pre-packaged services, which allow our customers to consume best practice and agile IT solutions directly from Logicalis managed services or from our ‘as-a-service’ platforms currently located in Australia, Brazil, the Channel Islands, Malaysia, the UK and the US.
Q. How has this affected your relationships with your strategic vendor partners?
A. We partner with Cisco, HP, IBM, CA Technologies, NetApp, Microsoft, VMware and ServiceNow on an international basis, as well as with a number of other complementary partners in our different regions.

Our relationship with Cisco, our primary vendor partner strengthened in FY2014, with Logicalis named as Cisco’s eighth largest global partner. We have built this position thanks to our excellent strategic sales and services relationships across our local organisations. We launched a number of new initiatives with Cisco in FY2014, including cloud platforms in Brazil and Australia, and took a range of co-operative services to market based on Cisco’s Smart Services portfolio.

In 2014, Logicalis received a Cisco Partner Summit Global award, for being recognised as APJC Partner of the Year, as well as regional and country awards in the US and Latin America.

Logicalis US and Logicalis Spain were recognised by IBM with the IBM Beacon award, Outstanding Competitive Solution (US), the IBM Centre of Technical Excellence (CoTE) for Business Partners award (Spain) and the Technical Excellence award for IBM Business Partners (Spain).

Q. So what does the future hold for Logicalis?
A. We will maintain our focus on investing and innovating in our main areas of growth: data centre and unified communications and collaboration solutions, cloud services, and managed services. We see emerging trends such as private cloud, mobility, business analytics, IT service management, big data and cloud consumption creating new opportunities to further differentiate Logicalis in our customers’ perceptions.

We will continue to closely manage operating costs and maximise the opportunities provided by our multinational customer base and we must continue to focus on constantly improving execution. As IT users’ expectations change, so must we, to become more service-centric in everything that we do.

In both our home and working lives, we are experiencing big changes through technology innovations such as cloud computing, big data analytics, mobile and social networking, which can be disruptive.
Logicalis’ international presence
Supporting customers across the globe

North America

Market presence
Operates across more than 20 offices in the US.

Annual revenues $385m
Employees 735

Supporting customers in North America
Logicalis has over 20 offices in the US, together with three cloud data centres and two managed service centres.

We can provide services in all 50 US states, Canada and Central America.

With a strong heritage in managed and cloud services, Logicalis US was named second on a list of the top global managed service providers (MSPmentor 501 Global Edition).

Latin America

Market presence
Present in Brazil, Argentina, Bolivia, Chile, Colombia, Ecuador, Mexico, Peru, Paraguay and Uruguay.

Annual revenues $550m
Employees 1,335

Supporting customers in Latin America
Logicalis now operates in ten countries in Latin America with over 1,300 people and is recognised as one of the largest independent systems integrator and services provider for the region.

Logicalis Latin America is our centre of excellence for security and operates actively in the design and implementation of information security solutions for our customers around the globe.
Asia Pacific

**Market presence**
Present in Australia, Singapore, Taiwan, Malaysia, Indonesia, China and Hong Kong.

**Annual revenues** $135m  
**Employees** 500

**Supporting customers in Asia Pacific**
Logicalis Asia Pacific was recognised as APJC Partner of the Year, the most prestigious recognition for a Cisco partner in the region.

Logicalis Asia has also made significant investments in data analytics by building sales, presales and technical expertise in SAP and SAP HANA.

Europe

**Market presence**
Present in the UK, Ireland, the Netherlands, Spain, the Channel Islands and Germany.

**Annual revenues** $480m  
**Employees** 1,150

**Supporting customers in Europe**
Our European region is now our second largest in terms of revenues and number of employees.

Since the acquisition of one of Europe’s leading IT service management (ITSM) consulting and solutions providers, Logicalis SMC (Netherlands), we have established a centre of excellence in this important market segment.

Logicalis SMC employs over 120 ITSM professionals with a collective total of more than 12 centuries of experience in IT service management.
Business model
Building competitive advantage

Our vision and mission
To be considered the best IT solutions and services company by our customers, partners and employees – achieved through innovation, quality and commitment to first-class service.

- Be relevant to our customers
- Be at the forefront of technology and service innovation
- Add value to our partners’ business through the quality of our customer relationships
- Employ the best people and recognise and reward their individual contributions
- Increase profitability each year and continue to invest in technology and service innovation

Our focus
Our main strength is bringing value to commercial and public sector mid-sized organisations, as well as large enterprises and service providers.

Our strong partnerships
We build strong partnerships with the world’s leading ICT vendors and understand their latest technology developments to enable us to deliver innovative technology platforms and transformative services and solutions to our customers.

Our portfolio
Our customers tell us that doing business with us internationally provides them with consistent engagement processes, culture and support.

Integration and Professional Services
- Data Centre
- Networking
- Communications and Collaboration
- Mobility
- ITSM
- Data and Information Management
- Professional Services

Lifecycle and Managed Services
- Managed Services
- Assessment Services
- Maintenance Services
- Flexible Resourcing

Cloud Solutions
- Public Clouds
- Private Clouds
- Community Clouds
- Hybrid Clouds
Our markets
- Banking and Financial Services
- Education
- Energy and Utilities
- Healthcare
- Government
- Manufacturing and Distribution
- Professional Services
- Retail
- Telecom Service Providers

Our value proposition
We mitigate risk for our customers by integrating, managing and facilitating their technology consumption

Logicalis Optimal Services bring business and technology together to work as one

Services that optimise business productivity
- Business Mobility Services
- Workspace Communications
- Workspace Collaboration
- Workspace Virtualisation

Services that optimise technology investments and IT operations
- Security
- IT Service Management
- Applications
- Communications
- Data Centre

Creating value
Financial overview
Logicalis Group’s performance during FY2014

European region boosted by acquisitions
In FY2014, Logicalis had strong revenue growth in both the Latin America and Asia Pacific regions.

Latin America remains the largest region for Logicalis but the acquisitions made in Europe at the beginning of FY2014 have boosted revenues in that region to overtake North America.

Encouraging increase in services mix
Logicalis’ services-to-product mix has now exceeded its milestone target of 30% of total revenues.

Revenue from total services grew by 31%; annuity revenues were up 26% and professional services revenues were up by 40%.

Revenue % by geography
Revenue | FY2014

- North America: 25%
- Latin America: 35%
- Europe: 31%
- Asia Pacific: 9%

$1,550.3m

Revenue % by segment
Segment | FY2014

- Product: 69%
- Professional services: 12%
- Maintenance and managed services: 19%

$1,550.3m

Revenue % by geography
Revenue | FY2013

- North America: 31%
- Latin America: 36%
- Europe: 24%
- Asia Pacific: 9%

$1,350.4m

Revenue % by segment
Segment | FY2013

- Product: 73%
- Professional services: 10%
- Maintenance and managed services: 17%

$1,350.4m
Market share gained through Cisco growth

Logicalis revenues from product sales were up 9%, with increases in its Cisco sales and other vendor categories such as NetApp.

Our IBM and HP revenues were lower, reflecting the overall reduction in product sales that these vendors experienced in the marketplace.

Service margins improve overall gross margins

The Logicalis regions in Europe and North America showed higher gross margins, and overall the total gross margin was up on the previous year.

This increase was largely due to the mix effect of higher service margins, which compensated for the slightly lower product margins caused by lower rebates (on lower IBM and HP product revenues).
Corporate responsibility
Supporting our people, the environment and our local communities

Our people
Logicalis recognises that its people are critical to the ongoing success of the business and, by striving to attract the best talent, develop and reward our people for great performance and engage effectively with them, Logicalis aims to optimise the performance of the business.

In Logicalis, the focus on advanced technologies requires a high level of technical expertise, and management works closely with its vendors to ensure that employees are trained appropriately and have the necessary accreditations.

Logicalis has a culture of meritocracy where great performance is rewarded. The majority of employees at Logicalis have performance objectives which are linked to the strategy of the local business. In FY2015, talent and succession management reviews of the leadership team in each business are being held, to focus on the retention of our top talent and effective succession management.

Logicalis aims to be an employer of choice within the technology industry, attracting, developing and retaining the best talent. To assess what our employees think of the business, a number of the operations conduct employee surveys each year and in FY2015 Logicalis will conduct its first Group-wide employee engagement survey.

Our HR practices and policies ensure that all employees, wherever they work, whatever their role, are treated equally, fairly and respectfully at all times. Logicalis maintains consistent and transparent diversity policies across all its markets.

Environment
As a responsible international provider of ICT solutions, Logicalis seeks to measure and minimise the way in which any of its commercial activities may impact the environment. Logicalis is also committed to providing practical advice and support to its customers and vendor partners to help them along the path to ever cleaner and greener ICT solutions.

As an early adopter of ‘Green ICT’ ideas and activities, Logicalis recognises that a responsible attitude to Green ICT can lead to significant reductions in energy consumption and carbon emissions. As well as reducing greenhouse gases and operational costs, the technologies it promotes, such as remote working and video and teleconferencing, enable more flexible working, greater productivity and improved business continuity.

Reduce CO₂
Logicalis promotes remote working and video conferencing across regional and home offices to minimise car or air transportation and reduce its carbon footprint. This is also supported through Company schemes to encourage employees to use public transport.

Environmental management systems
Many of our local operations support initiatives for reducing power and water usage and monitoring waste reduction in our offices. These range from paper and plastic recycling to water filtration and office lighting efficiency systems.

Data centre efficiency
Our data centres are designed to best practice standards to measure ‘power usage effectiveness’ (PUE) and save energy.

Community
Logicalis encourages its operating companies in every territory to create initiatives that help improve the quality of life of their local communities. Here are just a few highlights.

Lions Home for Elders, Singapore

Adela Speratti of Asuncion School, Paraguay
During the 2013 holiday season, Logicalis US donated over $55,000 to 56 charities in communities where its employees work and live. This support made a big difference to community agencies ranging from food banks and homeless shelters to organisations working in healthcare research. In addition, Logicalis US encourages all employees, by allowing eight hours of paid time off annually, to donate their time in their local community.

Logicalis Singapore has participated in a number of charity events, including Singtel’s charity golf tournament to raise funds for its Touching Lives Fund to support disadvantaged children and young people with special needs. It also made donations to the National Kidney Foundation, the Lions Home for Elders, the Philippines Red Cross and World Vision Philippines to support survivors in rebuilding their lives following Typhoon Haiyan.

Logicalis UK employees participated in a number of volunteering projects during the past year. As part of the Marks & Spencer ‘Giving Back’ initiative, volunteers helped a number of elderly residents in care homes to enjoy the social benefits of going online; as well as planting trees for the Woodland Trust and visiting a number of schools to promote the value of IT to the next generation.

They are also working with the Slough Business Community Partnership in providing voluntary support across the community to help the young, elderly, people with learning difficulties, charity organisations and outdoor ventures.

Logicalis UK completed a number of charity initiatives during the year to raise over $85,000 for Great Ormond Street Children’s Hospital.

Logicalis Ireland supported a number of chosen charities including the National Children’s Hospital, the Simon Community and the Irish Cancer Society.

Logicalis Australia sponsored a marathon cricket day, raising AUS$7,750 for the Primary Club of Australia supporting people with disabilities, as well as participating in ‘Walk4Life’, an event to support survivors of brain cancer, raising over AUS$6,000 through generous donations from colleagues, family and friends.

Logicalis Southern Cone made donations to regional schools. In Argentina it donated to two schools in Entre Ríos; in Chile to the Maria Ayuda Foundation of Santiago; in Paraguay Logicalis supports the Adela Speratti of Asunción school; and in Uruguay staff have supported a school in Montevideo.

In Brazil, PromonLogicalis has supported entities that contribute to the development of society, education and culture for over ten years. It supports the ‘Junior Achievement’ organisation, which runs a volunteer programme providing education and work readiness training to young adults and vocational education for adolescents from disadvantaged communities. PromonLogicalis also supports ‘Mozarteum Achievement’, an organisation that aims at bridging the school–work gap and fostering entrepreneurship.

PromonLogicalis joined the council of ‘Instituto Razao Social’, an organisation that focuses on developing learning and teaching methods and the skills of public school educators. In 2011, PromonLogicalis also launched the Portal do Voluntariado (‘Volunteer Portal’) where its employees can find opportunities to help disadvantaged communities.
Board of Directors

Ian Cook
Executive Chairman
Ian Cook joined Logicalis as CEO, European Operations in 2003 and became CEO of Logicalis Group in March 2007, transforming the organisation to become an international brand and a respected partner of the major technology vendors. Logicalis Group has consistently grown turnover and profit as well as improving business efficiency ratios under Ian's direction. In March 2014, Ian stepped down to become Executive Chairman of Logicalis Group after seven years of leadership. Ian has extensive experience in the technology industry spanning more than 25 years. He joined Logicalis from Damovo where he had extensive involvement in its international operations as COO.

Prior to Damovo, in 1990 Ian led the Board of Cablestream which became Siemens Network Systems Ltd (SNSL) (now Affiniti), one of the UK’s leading network integrators. Over a ten-year period at SNSL he rose to Group Managing Director responsible for operations across Europe.

Mark Rogers
President and Chief Operating Officer
Mark Rogers joined Logicalis in 2003 as Finance Director for Logicalis UK, and in 2004 he became Chief Financial Officer, European Operations. Since March 2007, he has taken on the role of Chief Operating Officer for Logicalis Group and in March 2014, Mark was appointed President and COO of Logicalis Group.

Mark has extensive experience in the technology and service sectors both in the UK and internationally. He spent 20 years at Racal Electronics/Thales, of which 13 years were at Finance Director level within divisions providing managed network services, telecoms, and survey and positioning services. While at Thales he was also Chairman of Citylink Telecommunications, a joint venture company which had secured a £1.2bn, 20-year Private Finance Initiative contract with London Underground. He also has significant mergers and acquisitions experience, including the sale of Racal Telecom to Global Crossing for £1bn, as well as experience in the acquisition and integration of smaller businesses.

He started his finance career with Revlon where he qualified as a Chartered Management Accountant.

Nigel Drakeford-Lewis
Chief Financial Officer
Nigel Drakeford-Lewis is a Fellow of the Institute of Chartered Accountants in England and Wales and also has an honours degree in Economics and Accountancy from Exeter University. Nigel joined Datatec in June 2000, initially to help build an advisory services division which was subsequently merged with Logicalis. He then moved across to Logicalis Group in November 2000 to focus on the reshaping of Logicalis Group and to help redefine its strategic direction. Since April 2001, Nigel has been CFO of the Group with responsibility for the financial management and control of operations across the Group.

After qualifying as a chartered accountant with Grant Thornton, Nigel held senior financial positions with Black & Decker, Grand Metropolitan (now Diageo) and Dixons Group. Prior to joining Datatec, Nigel worked for five years as a senior consultant with Arthur D Little on strategy, corporate finance and performance improvement assignments, primarily in the fixed and mobile telecommunications sector.
Jens Montanana  
**Executive Director**

Jens is the founder of and chief architect behind Datatec, which he established in 1986, and was Chairman of Logicalis between March 2007 and March 2014, when he stepped down to become an Executive Director of the Board. Between 1989 and 1993, Jens served as Managing Director and Vice-President of US Robotics (UK), a wholly owned subsidiary of US Robotics which was acquired by 3Com. In 1993, he co-founded US start-up Xedia Corporation in Boston, MA, an early pioneer of network switching and one of the market leaders in IP bandwidth management, which was subsequently sold to Lucent Corporation.


He has previously served on the boards and subcommittees of various public companies, and currently serves as chairman of Corero plc, an AIM-listed software security business.

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Rob Evans  
**Non-Executive Director**

Rob has held a wide range of financial, operational and M&A roles within both Datatec and other organisations internationally. Between 1996 and 2000, Rob was Datatec’s UK Finance Director and then Group M&A Director, during which time he worked on more than 20 acquisitions around the world. He rejoined the Group in 2008, initially as an integration and transformation executive with oversight of the Group’s emerging markets operations in Africa, India and the Middle East (AIME). He then became Chief Operating Officer of Westcon AIME. Since 2010, he has been Head of the Consulting Services division, is on several of the Group’s subsidiary boards and is Chairman of Analysys Mason. On 1 May 2012, he became CFO for Datatec Limited.

Rob has previously held senior positions with divisions of other listed groups including Proudfoot and Data Translation. He began his career qualifying as a chartered accountant with KPMG, where he worked in both London and Melbourne.

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Felipe Lima  
**Non-Executive Director**

Felipe Alceu Amoroso Lima has been President and CEO of Promon Engenharia S.A. since August 2013. Felipe is also a Member of the Executive Committee of Group Promon, as well as a Non-Executive Director of the Logicalis Board.

From April 2010 through April 2013, Felipe was the Executive Director & CFO of Grupo Promon. From 2005 to 2010, Felipe served as CFO and Board Member for Votorantim Cement North America (VCNA) – a leading manufacturer of cement and supplier of building materials in the United States and Canada – with responsibility for the finance, legal and IT departments. VCNA is a subsidiary of the Brazilian-based Grupo Votorantim, one of the largest conglomerates in Latin America.

From 1996 to 2005, Felipe was with Citigroup, as a Vice President of its Latin America High Yield Capital Markets Group in New York and the Capital Markets desk in Brazil. Prior to Citigroup he served in various roles at Unibanco, Promon Engenharia, Schlumberger and Caterpillar. Felipe Lima has a B.S. in Mechanical Engineering from Universidade Estadual de Campinas.

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Stephen Davidson  
**Non-Executive Director**

Stephen Davidson is Chairman of Datatec Limited and Mecom Group plc. He is also a non-executive director of Inmarsat plc, EBT Mobile China plc and Weare2020 plc.
## Financial results

### Income statement – unaudited

<table>
<thead>
<tr>
<th></th>
<th>2014 US$m</th>
<th>2013 US$m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue*</td>
<td>1,551.8</td>
<td>1,352.4</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(1,190.9)</td>
<td>(1,042.1)</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>360.9</td>
<td>310.3</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(270.6)</td>
<td>(231.7)</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>90.3</td>
<td>78.6</td>
</tr>
<tr>
<td>Depreciation of property, plant and equipment</td>
<td>(15.7)</td>
<td>(14.3)</td>
</tr>
<tr>
<td>Amortisation of intangible fixed assets</td>
<td>(7.1)</td>
<td>(9.6)</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>67.5</td>
<td>54.7</td>
</tr>
<tr>
<td>Net finance costs</td>
<td>(6.4)</td>
<td>(9.5)</td>
</tr>
<tr>
<td>Datatec management fees</td>
<td>(4.9)</td>
<td>(4.8)</td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td>56.2</td>
<td>40.4</td>
</tr>
<tr>
<td>Tax on profit on ordinary activities</td>
<td>(21.4)</td>
<td>(16.5)</td>
</tr>
<tr>
<td><strong>Profit for the year</strong></td>
<td>34.8</td>
<td>23.9</td>
</tr>
</tbody>
</table>

* includes revenue to other Datatec companies of US$1.5 million (2013: US$2.0 million)

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### Balance sheet – unaudited

<table>
<thead>
<tr>
<th></th>
<th>2014 US$m</th>
<th>2013 US$m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill and other intangible assets</td>
<td>190.8</td>
<td>178.1</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>45.6</td>
<td>40.5</td>
</tr>
<tr>
<td>Deferred tax assets</td>
<td>27.0</td>
<td>18.2</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>263.4</td>
<td>236.8</td>
</tr>
<tr>
<td>Inventories</td>
<td>52.7</td>
<td>49.6</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>414.3</td>
<td>376.0</td>
</tr>
<tr>
<td>Foreign corporation tax recoverable</td>
<td>2.3</td>
<td>7.5</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>151.7</td>
<td>94.7</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>621.0</td>
<td>527.8</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>884.4</td>
<td>764.6</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>(498.3)</td>
<td>(427.8)</td>
</tr>
<tr>
<td>Bank overdrafts and loans</td>
<td>(47.0)</td>
<td>(26.7)</td>
</tr>
<tr>
<td>Current tax liabilities</td>
<td>(2.1)</td>
<td>(3.5)</td>
</tr>
<tr>
<td>Obligations under finance leases</td>
<td>(2.7)</td>
<td>(3.2)</td>
</tr>
<tr>
<td>Deferred consideration on acquisition of subsidiaries</td>
<td>0.0</td>
<td>(3.4)</td>
</tr>
<tr>
<td>Liability for share-based payments</td>
<td>(5.6)</td>
<td>(5.8)</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>(555.7)</td>
<td>(470.4)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>65.3</td>
<td>57.4</td>
</tr>
<tr>
<td>Amounts owed to holding company and fellow subsidiaries</td>
<td>(39.4)</td>
<td>(32.9)</td>
</tr>
<tr>
<td>Obligations under finance leases</td>
<td>(1.9)</td>
<td>(3.4)</td>
</tr>
<tr>
<td>Liability for share-based payments</td>
<td>(3.5)</td>
<td>(3.4)</td>
</tr>
<tr>
<td>Deferred tax liabilities</td>
<td>(31.7)</td>
<td>(23.5)</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>(3.7)</td>
<td>(4.4)</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>(80.2)</td>
<td>(67.6)</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>(635.9)</td>
<td>(538.0)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>248.5</td>
<td>226.6</td>
</tr>
<tr>
<td>Share capital and share premium</td>
<td>130.2</td>
<td>130.2</td>
</tr>
<tr>
<td>Foreign currency exchange and other non-distributable reserves</td>
<td>(41.3)</td>
<td>(37.0)</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>116.0</td>
<td>89.8</td>
</tr>
<tr>
<td><strong>Attributable to equity holders of the parent</strong></td>
<td>204.9</td>
<td>183.0</td>
</tr>
<tr>
<td>Non-controlling interest</td>
<td>43.6</td>
<td>43.6</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>248.5</td>
<td>226.6</td>
</tr>
</tbody>
</table>
## Our subsidiaries

<table>
<thead>
<tr>
<th>Statutory name</th>
<th>Country of incorporation</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Holding Company</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logicalis Group Limited</td>
<td>England and Wales</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

| **Subsidiaries of Logicalis Group Limited** | | | |
| Logicalis Group Services Limited | England and Wales | 100% | 100% |
| Logicalis UK Limited | England and Wales | 100% | 100% |
| Promon-Logicalis Latin America Limited | England and Wales | 60% | 60% |
| Direct Visual Group Limited * | England and Wales | 100% | 100% |
| Direct Visual Limited * | England and Wales | 100% | 100% |
| Inca Software Limited * | England and Wales | 100% | 100% |
| Logical Group Limited (dormant) | England and Wales | 100% | 100% |
| Logicalis Limited (dormant) | England and Wales | 100% | 100% |
| Hawke Systems Limited | England and Wales | N/A | 100% |
| Logicalis Computing Solutions Finance Limited * | England and Wales | N/A | 100% |
| Logicalis Computing Solutions Limited | England and Wales | N/A | 100% |
| Safelcom Limited | England and Wales | N/A | 100% |
| T.B.C. Group Limited | England and Wales | N/A | 100% |
| Logicalis Deutschland GmbH | Germany | 100% | 100% |
| Logicalis Networks GmbH * | Germany | 100% | 100% |
| Logicalis GmbH * | Guernsey | 100% | 0% |
| Logicalis Finance Ireland Limited | Ireland | 100% | 100% |
| Logicalis (Ireland) Limited | Ireland | 100% | 0% |
| Logicalis Solutions Limited * | Ireland | 100% | 0% |
| Logicalis Technical Services Limited * | Ireland | 100% | 0% |
| Appliance Technology Limited * | Jersey | 100% | 0% |
| Logicalis Channel Islands Limited | Jersey | 100% | 0% |
| Logicalis Jersey Limited * | Jersey | 100% | 0% |
| iConsult Jersey Limited * | Jersey | 100% | 0% |
| Logicalis Paperflow Limited * | Jersey | 100% | 0% |
| Logicalis BV | Netherlands | 100% | 0% |
| Logicalis SMC Group BV * | Netherlands | 100% | 0% |
| Logicalis SMC BV * | Netherlands | 100% | 0% |
| Logicalis Spain, S.L. | Spain | 100% | 0% |
| Logicalis Argentina S.A.* | Argentina | 60% | 60% |
| Logicalis Andina Bolivia LAB. Ltda.* | Bolivia | 60% | 60% |
| Logicalis Brasil Serviços de Assessoria Técnica Limitada * | Brazil | 60% | 60% |
| PromonLogicalis Tecnologia e Participações Limitada * | Brazil | 60% | 60% |
| PTLS Serviços de Tecnologia e Assessoria Técnica Limitada * | Brazil | 60% | 60% |
| Logicalis Chile S.A.*, * | Chile | 60% | 60% |
| Logicalis Colombia S.A.S.*, | Colombia | 60% | 60% |
| Logicalis Ecuador S.A.*, | Ecuador | 60% | 60% |
| Logicalis Mexico, S de R.L. de C.V. | Mexico | 60% | 0% |
| Logicalis Paraguay S.A.* | Paraguay | 60% | 60% |
| Logicalis Andina S.A.C.*, | Peru | 60% | 60% |
| Logicalis Uruguay S.A.*, | Uruguay | 60% | 60% |
| Logicalis Inc. S.A.*, | Uruguay | 60% | 60% |
| Logicalis South America, Inc.*, | USA | 60% | 60% |
| PLLAL International LLC *, * | USA | 60% | 60% |
| Logicalis US Holdings, Inc. | USA | 100% | 100% |
| Logicalis, Inc.* | USA | 100% | 100% |
| Network Infrastructure Corporation * | USA | N/A | 100% |
| Logicalis Australia Pty Limited * | Australia | 100% | 100% |
| Corpnet (Australia) Pty Limited* | Australia | 100% | 100% |
| NetStar Group Holding Limited | British Virgin Islands | 100% | 100% |
| Logicalis Shanghai Limited * | China | 100% | 100% |
| Logicalis Pte Limited (Xiamen) * | Hong Kong | 100% | 100% |
| Logicalis Hong Kong Limited * | Hong Kong | 100% | 100% |
| PT, Logicalis Metrodata Indonesia | Indonesia | 51% | 51% |
| Logicalis Asia Pacific MSC Sdn Bhd* | Malaysia | 100% | 100% |
| Logicalis Malaysia Sdn Bhd * | Malaysia | 100% | 100% |
| Logicalis Singapore Pte Limited * | Singapore | 100% | 100% |

* Indicates a subsidiary which is owned indirectly via an intermediate holding company.