

Celebrating

10



SEE SPEND DIFFERENTLY

since 2015



As I write this, I'm reminded of a famous line from a Whitney Houston song:

"Give me one moment in time when I'm all that I thought I could be." As we hit our 10-year anniversary, it certainly feels like one of these moments.

My journey at Simfoni has certainly pushed my limits—as an entrepreneur, a business manager, a leader, an international executive, and perhaps most importantly, as a coach and mentor to others.

The post-pandemic period has undoubtedly been the most volatile I have experienced in my 30-year career. I have seen many great companies fall by the wayside due to extenuating circumstances. If only for this reason, it is important to celebrate this milestone and acknowledge the incredible work of so many who have contributed to our success.

Today, Simfoni supports customers across the globe—from North America to Europe, in the Middle East, and all the way to Australasia. We do this with an entirely remote workforce operating across time zones spanning 18 hours! In this context, measuring diversity almost seems irrelevant, but I am especially proud that women make up nearly 40% of our workforce—despite our presence in two traditionally male-dominated sectors: procurement and technology. Our employees also span seven decades, making our team one of the most diverse in every sense.

We take pride in our industry-leading accolades for delivery excellence and product innovation. Yet, what I value most are our unparalleled levels of staff engagement. With a strong focus on promotion from within, we have seen Simfoniacs rise from entry-level positions to leadership roles. Others have gone on to launch their own businesses—for some of which Simfoni is proud to be a customer.

Many have built successful careers elsewhere, grounded in the solid foundation they developed at Simfoni. Our belief in 'career-value add' is something that I am most proud of.

And yet, our story is still unfolding. The next decade will see us continue our global expansion to more territories, create more opportunities at Simfoni, and more growth opportunities for Simfoniacs. Most exciting for me is our AI-led product innovation journey which doubtless will amplify our contribution to responsible procurement and the wider strategic objectives of our customers.

Today, we partner with Kearney, the world's largest procurement consultancy, to deliver enterprise tail-spend solutions to some of the biggest companies on the planet—an achievement I could not have imagined ten years ago. We have also rebuilt our Strategic Spend Terminal as a native application within the Snowflake Marketplace, a collaboration with immense potential to catapult Simfoni into an entirely new dimension.

This special 10 Year Anniversary publication pays tribute to the thousands of stakeholders who have played a role in our journey—investors, bankers, lawyers, accountants, consultants, contractors, software partners, industry advisors, and of course, our customers. The list is extensive. But above all, this is for every Simfoniac – past and present – the people who dedicate some of the best years of their lives to making Simfoni a Great Place to Work.

To all of you, I have only one message:
Always Be Celebrating!

Chirag Shah
Chairman & Co-Founder



2015

Simfoni was born in August 2015 in the UK and swiftly followed with expansion to UAE. The founding team Chirag Shah, Stefan Dent, Philip Allouche - and quasi-founder Sreeram - left corporate roles to pioneer a mobile-first procurement revolution.

Early products included PocketBuyer a mobile app to manage tail spend, expenses and travel bookings, and Stratify, an interactive iPad application for reviewing spend category strategies based on the Kraljic model.

2018 - 2019

Despite their innovation, Simfoni's mobile procurement apps struggled to gain traction, prompting a shift to desktop platforms. Frustrated by limited capabilities in existing analytics tools, the team built their own engine based on machine learning: Virtuosi - offering powerful visuals, real-time insights, and external data integration.

2016 - 2017

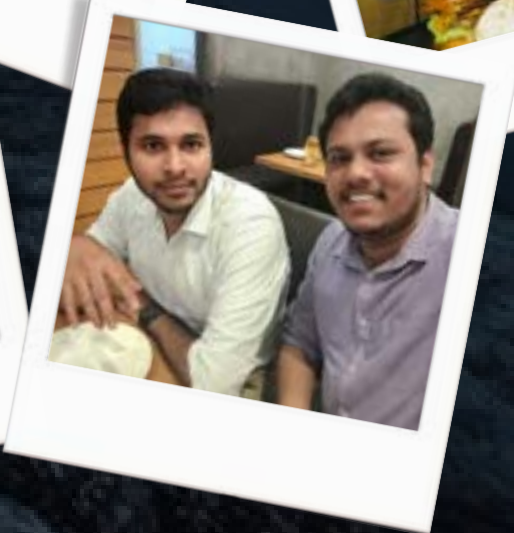
As Simfoni matured, it expanded globally with new entities across the USA, Europe, and Australia. Owens & Minor (later Movianto, now part of Walden Group) became the first client, kicking off what would become a strong, sticky client base.

2020 - 2021

As remote work became the norm, Simfoni enhanced onboarding, improved communication, and deepened the focus on employee engagement.

Simfoni secured Series A funding from Peakspan Capital - a strong endorsement of its vision. To celebrate, Infiniti was born, a limited-edition wine symbolizing endless possibilities.

2015 - 2021



2022 - 2025



2022

Year seven marked a key turning point: the shift from “Founder Selling” to “Executive Selling.” Deals were closing independently of the founding team and Simfoni’s culture of empowerment and decentralized decision-making was taking root. The EC Sourcing Group and Xeeva acquisitions helped diversify Simfoni’s revenue and customer base, and welcomed new team members in even more global locations.

2024

Year nine saw landmark customer wins and the elevation of Simfoni’s products through “a sprinkling of AI” strategy. With a capital-efficient CCS (Cash Conversion Score) of 0.7 - well above industry average - Simfoni grew smartly, not just quickly.

2023

In year eight, Simfoni became profitable, with over half of its global team receiving a pay raise or promotion, alongside improved healthcare and benefits globally. The soul of Simfoni lay in its people: with high retention of Star Performers and a vibrant culture shaped by Simfoni’s Credo and Great Impact Values. Growth was further validated by a strategic investment from Kearney, strengthening Simfoni’s positioning in the procurement space and opening doors to new opportunities.

2025 and beyond

The journey from PocketBuyer to Fresh Tracks, from three founders to a diverse, distributed team across continents, has been nothing short of remarkable. With our eyes on the future and our values in our hearts, we now turn the page to Simfoni’s next chapter. **Here’s to the next 10 years of making magic, and making a difference...**

FOUNDER STORY



It's hard to believe Simfoni is turning 10! I remember those early days so clearly - brainstorming ideas with Chirag and Philip, which really took shape when Sreeram joined us.

One night in Dubai in 2015 stands out. Chirag and I met for dinner to discuss a potential partnership between PwC, where I worked, and Xchanging, where he led procurement solutions.

I had just resigned from PwC to start something of my own and wasn't sure how to break the news. A sudden thunderstorm drove us into a Mexican bar. Over drinks, I shared my plans—only for Chirag to laugh and say he was about to start his own company: Simfoni. My original partner had just dropped out, so teaming up with Chirag and Philip felt like destiny.

We started with rough beta products, no client references, but lots of vision and hustle. Like those early Bezos office photos, we were scrappy but determined. We've all gotten a bit greyer (except Sreeram!), but our passion hasn't faded. Watching our team grow and thrive has been one of the most rewarding parts of the journey.

Early on, PwC became one of our first clients, along with Movianto and Landmark Group. PwC Middle East wanted me to continue supporting projects I had sold - so I agreed, on the condition they become our client



Sreeram, Philip, and I worked on-site in Cairo and Tunis, making overnight updates to our analytics platform to meet tight deadlines.



These early projects pushed us to improve fast and laid the groundwork for the #Pace and #Agile values that we pursue today.

Another milestone was working with Emirates Flight Catering. In 2016, we helped inform sourcing decisions for items like coffee beans and Scottish salmon using market and commodity data - capabilities we're now relaunching, powered by AI.

Our first tail-spend engagement was for the Louvre Museum in Abu Dhabi. We sourced a wide range of items - from MRO to electric carts and fire trucks - under tight timelines. I'll never forget Lucky Burayag driving across the city on opening day to retrieve a missing item, paying for it herself, and making it back just in time. Incredible dedication!

With my consulting background, I focused early on partnering with big firms. Many liked our solutions but were hesitant to back a new player—my first real lesson in “crossing the chasm.” Now, years later, many of those same firms are coming to us.

Our partnership with Kearney is a great example. We first lost a pitch for being “too good” - our solution didn't leave room for customization. But they loved our tail-spend product and stayed in touch. That eventually led to a full partnership, proving that patience and persistence can turn a “no” into a “yes.”



#INNOVATIVE

#RESPONSIBLE

STEFAN DENT

Chief Strategy Officer & Co-Founder



In the early days of Simfoni, many competitors were investing millions in custom UI frameworks while we debated whether we could afford that extra investment. Then came an "accidental brilliance" moment.

We'd been using PowerBI internally when one day Sreeram burst into the office with the enthusiasm of a kid who'd just discovered ice cream. *"Guys, Microsoft just released a new PowerBI update, and it's a game-changer!"*

While our competitors were locked into lengthy development cycles, we simply integrated the latest PowerBI features into our platform. Every month, Microsoft would release updates, and overnight, our dashboards would become more stunning.



I'll never forget pitching to an enterprise client against a company many times our size. After they presented, the Procurement Officer said, "Now let's see what the small fish can do." As we displayed our PowerBI-powered analytics, the room fell silent. "How many developers do you have working on this interface?" he asked.

With a straight face, I replied, "We have thousands." Technically, I wasn't lying – they just happened to work at Microsoft.

We closed the deal that afternoon. What started as a pragmatic decision evolved into Simfoni's secret weapon. The irony wasn't lost on us: our "lean startup" compromise had accidentally positioned us as the company with the most visually impressive UI in the market.

Necessity is the mother of invention!



PHILIP ALLOUCHE

Co-Founder



Unless you were in San Francisco, you probably didn't take your first Uber ride until after 2013. In 2014, Facebook acquired WhatsApp for \$19 billion and in its turn in 2015 became the first mobile app to hit 1 billion downloads. The world was witnessing a mobile revolution. Amidst this 'app' frenzy, the founders of Simfoni decided to launch a procurement business with a focus on mobile-first solutions.

Over the next couple of years, we developed several exciting tools, including:

- Procurement Maturity App: A consulting tool designed to help clients assess gaps in their procurement maturity.
- Stratify: An app that visualized your spend data on a Kraljic matrix. With a single click, you could explode a bubble and drill down into lower spend categories, and with a double-click, you could merge them as you moved up the category tree. Results were exportable into an opportunity assessment chart.
- PocketBuyer: My personal favorite; a combined app for tail spend, expenses, and travel management. I still have a copy on my phone if anyone's curious to see it!

Unfortunately, none of these tools gained the traction we hoped for. We eventually pivoted to desktop software, marked by the rise of "The V's."

Initially focused on tail spend management, we developed VITESSE, which means "speed" in French

and stands for Vendor Integrated Tail End Spend Sourcing Engine. The aim was to deliver the software with pre-installed vendor deals, similar to buying a smartphone with popular music tracks already on it.

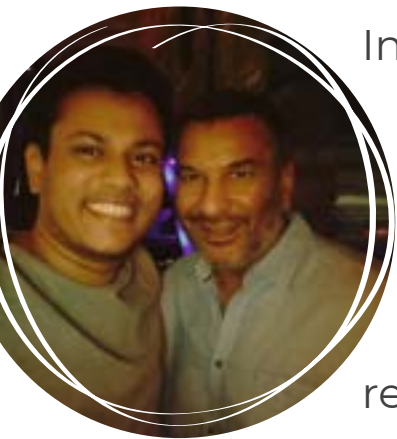


But assessing tail spend opportunities required us to analyze spend data at granular levels - and existing spend analytics providers struggled to meet our expectations. So, then we launched VIRTUOSI, named after the Italian word for “a team of experts,” and also an acronym for Visually Insightful Real-Time Using Outside Sources of Information. The name reflected our vision for powerful visuals, real-time data classification, and the integration of third-party content. These three principles continue to guide our spend visibility solution today.

We also released a mobile app, V+, allowing executives to conveniently view recently refreshed spend data, and also approve high-value or urgent purchases directly from their phones.

In 2021, we dropped these product names during a rebranding exercise, but – despite the twists and turns – our commitment to providing analytics-powered solutions that enable spend management has remained unwavering.

CHIRAG SHAH
Chairman & Co-Founder



2015 - 2017



THE PURCHASE APP FOR TAIL SPEND MANAGEMENT

Simple and intuitive navigation screen

Fully configurable to purchasing needs

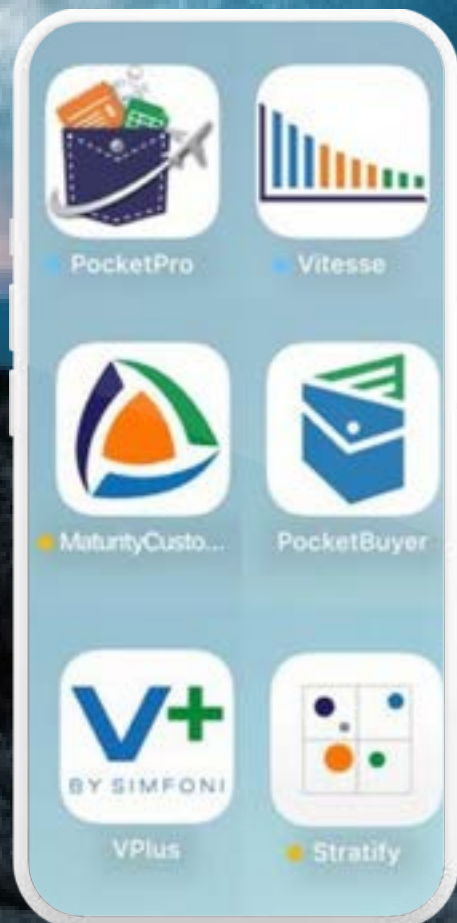
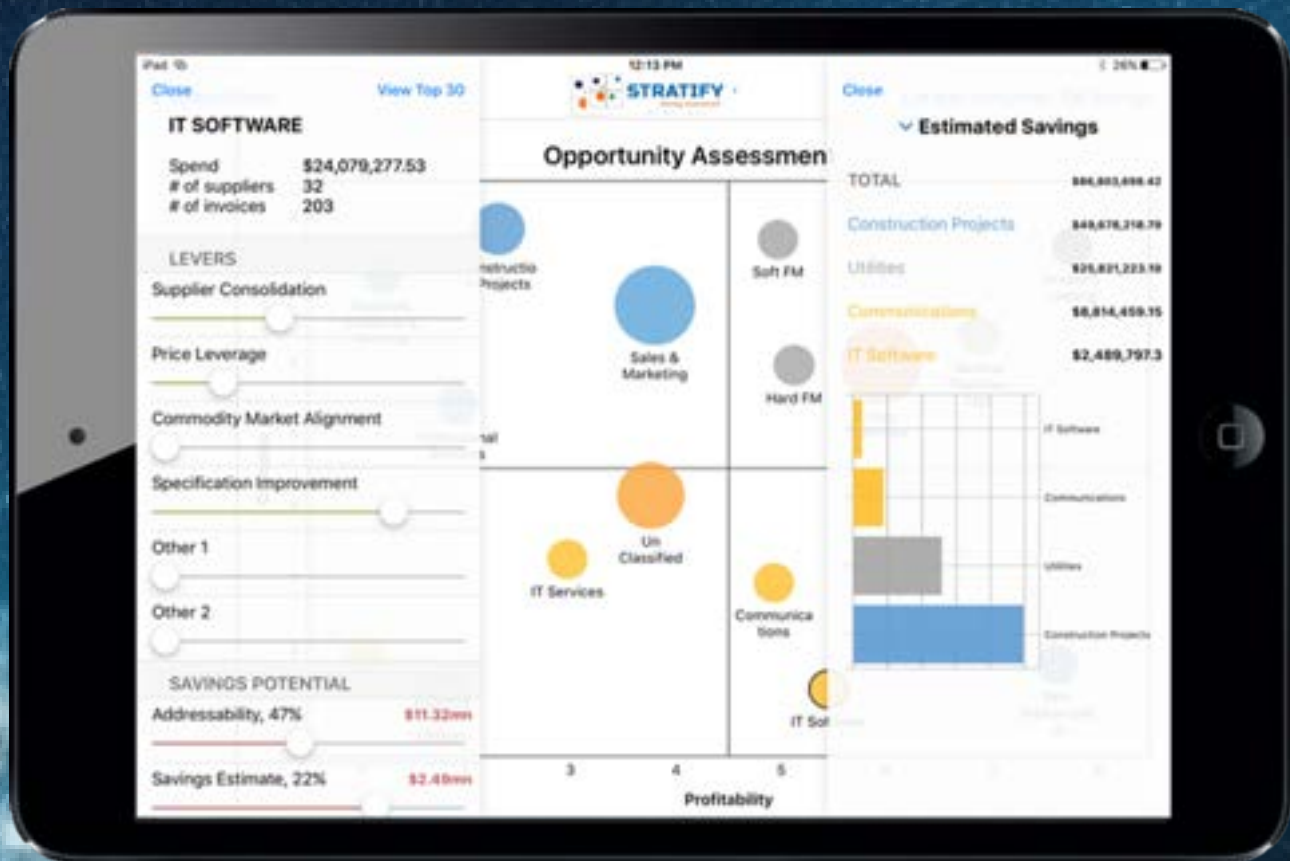
Easy ordering and tracking of all stages

Enter details and upload documents

Use in-built category cards or submit to sourcing team

Review, approve quote to place order with supplier

SIMFONI'S PRODUCT JOURNEY



Refocusing reactive buying behavior toward the strategic and best in class

- Mobile Driven Solutions Simfoni is a leading provider of mobile enterprise apps for business.
- Delivered through simple SaaS models, our applications provide businesses with tools and insights that help organizations improve their engagement with customers and suppliers whilst reducing significant operating costs.

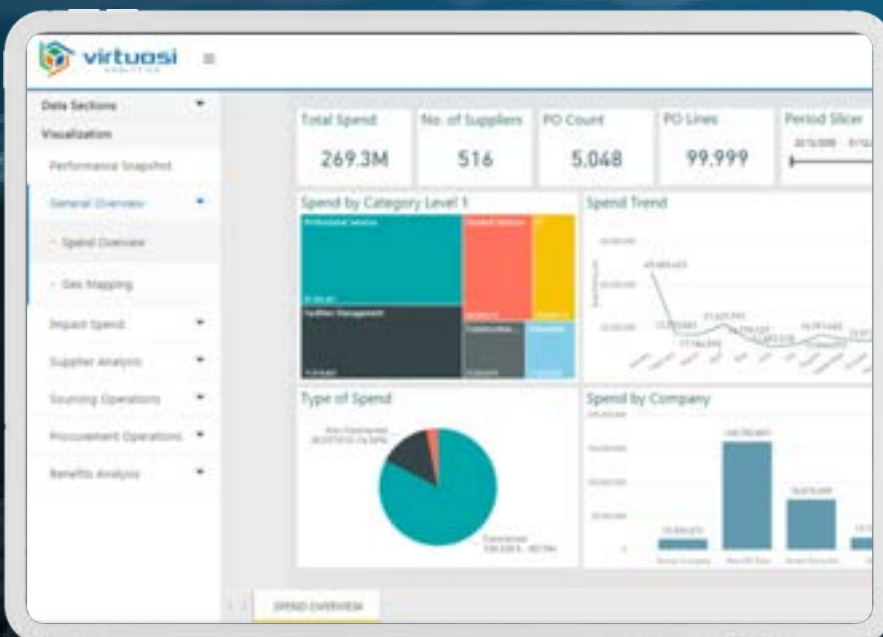
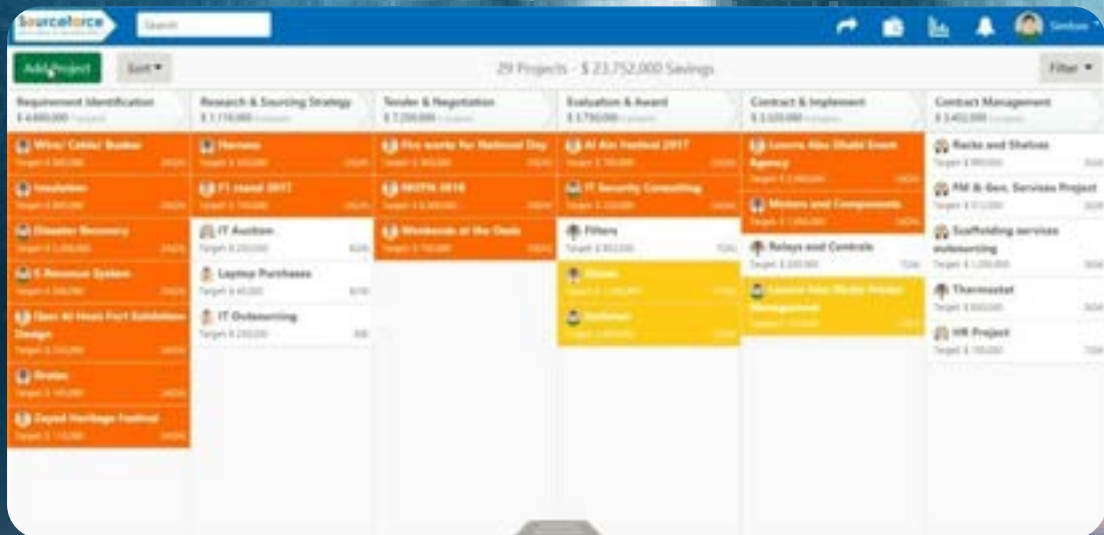


2018 - 2020

Our On Demand solutions tackle all aspects of spend...



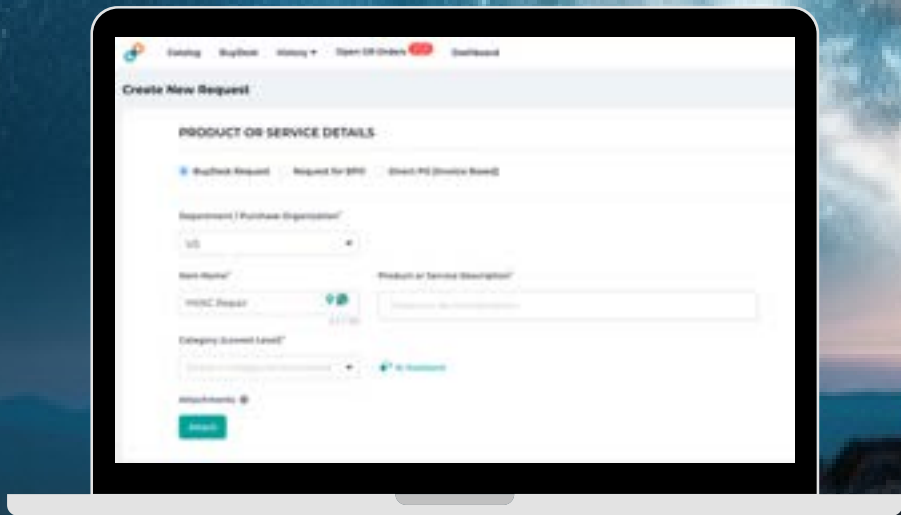
SIMFON



About Simfoni

Simfoni provides business solutions that enhance operational improvement through deployment of apps and analytics in the areas of revenue management and cost control.

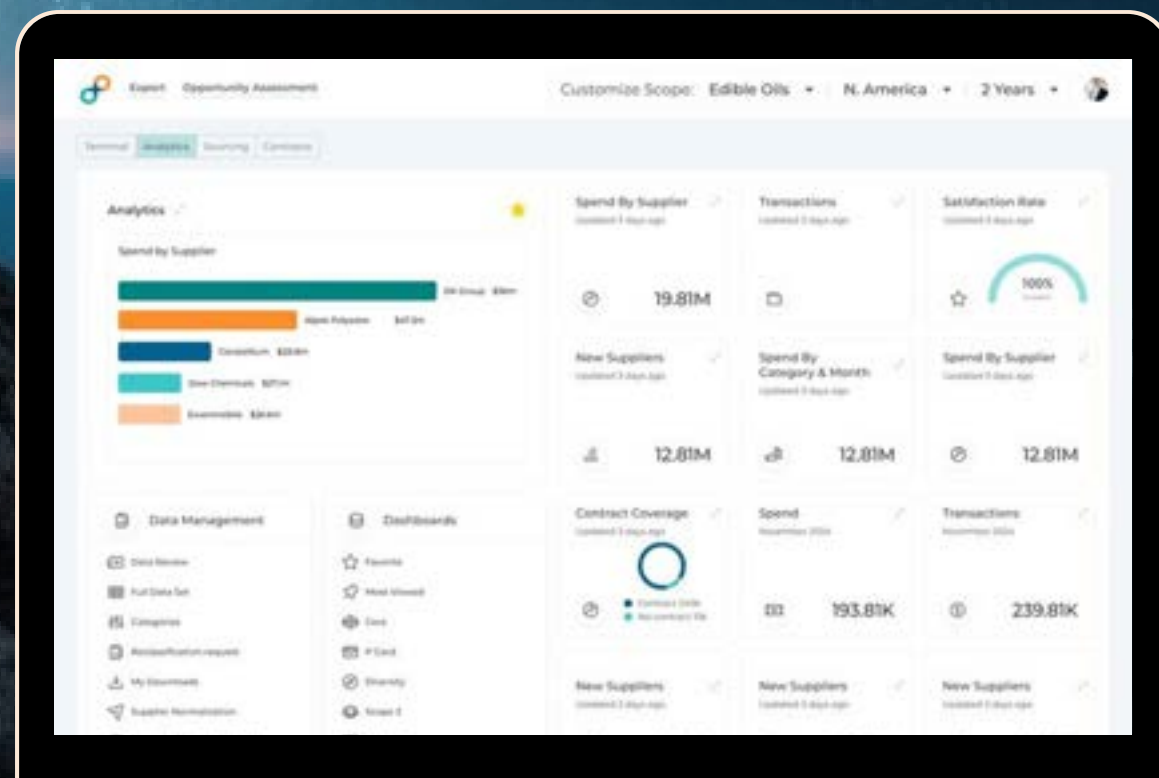
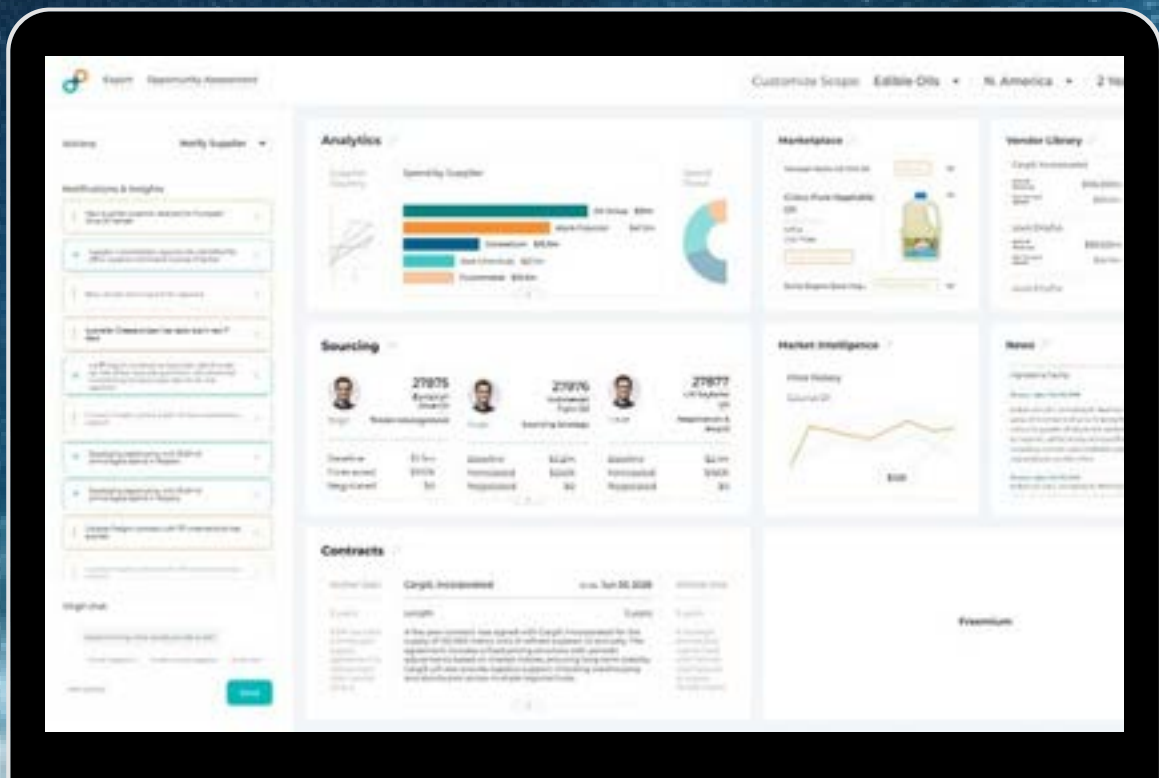


[illegible]

The screenshot shows a web application interface for creating a new request. The top navigation bar includes links for 'Home', 'Add Task', 'History', 'Open All Items', and 'Dashboard'. The main heading is 'Create New Request'. Below this, there's a section for 'Alumni' with a description. The form consists of several rows, each with a label and a dropdown menu: 'Name' (with options: Student, Other, Alumni, Parent), 'Faculty' (with options: Other, Other, Other, Other), 'Efficiency Rating' (with options: 4.0 to 5.0), 'Task(s)' (with options: programming, hardware, software, other), 'Repeat Service' (with options: hardware, hardware, hardware, hardware), and 'Type of Task' (with options: no computer, service, hardware, hardware). A green 'Submit' button is located below the form. At the bottom, there's a 'REQUIREMENTS' section with a table-like structure for 'Quantity', 'Unit', 'Currency', 'Unit Price', and 'Total Price'. The 'Quantity' field has a value of 1, 'Unit' is 'Each', 'Currency' is 'USD', 'Unit Price' is 0, and 'Total Price' is 0. A green 'Submit' button is also present in this section.

A full-page background image featuring a person's silhouette standing on a dark, rocky mountain peak. The person is looking out over a vast, dark landscape under a night sky filled with stars and the Milky Way galaxy. The text "COMING SOON" is overlaid in large, white, sans-serif capital letters.

**COMING
SOON**



Happy 10th birthday to Simfoni! What an achievement! We have always loved your vision for the next generation of procurement tech and the part we could play in bringing that to life - whether through the Guided Buying Panel product design work or using Amazon Bedrock for AI.



Working with Alan, Chirag, and the team has been an invaluable learning journey for us at Monterail, and we're proud to be part of Simfoni's remarkable story. We look forward to continuing our relationship far into the future.

Szymon Boniecki
co-CEO, Monterail



Congratulations to the Simfoni team on your 10 year anniversary! I had the good fortune to begin to work with Simfoni four years ago, starting with my representation of the company in one of its acquisitions. As a corporate attorney, it does not get any better than working with the leadership team at Simfoni - they are smart, tactical, responsive, and very business minded.

Michael Roberts
Partner, Taft Law

In the deals we have worked on together, they consistently make decisions with the proper mix of business goals vs. legal risks, with a direct focus on the business goal at hand. We have had some challenging issues unfold at times, and they digest the issue, analyze the risk, and make a decision—as I said, it doesn't get any better than that. Our relationship has done nothing but grow over the years as I am fortunate to find the Simfoni leadership team involving me and my firm in more company directives. I look forward to this continue growth of our relationship and the next 10-years. Cheers!

I fondly recall when Chirag first reached out to us for funding. His efficiency was remarkable - he practically drafted our proposal and promptly provided every piece of information we requested!



Lauren Couch

Managing Director,
Boost & Co Growth
Lending

But once we had provided the funding, Chirag went silent (for a while) and we were genuinely concerned; we almost considered escalating the matter to our special situations department!

A huge congratulations once again, and we eagerly look forward to witnessing your continued success!



Congratulations to Chirag and the entire Simfoni team on a decade in business! It has been quite an adventure thus far and I'm very excited to see how the business evolves in the months/years ahead. I have a number of fond memories from the early days of Simfoni: from some of the earliest team dinners in both Dubai and Abu Dhabi (first office!);

Dave Bowen
CEO, Purchasing
Platform Inc.
Angel Investor &
Advisor

... to helping support some of the first US analytics clients such as Middleby with Sreeram, Stefan and the dream team; to joining some (always) fun nights out in Chicago with the leadership team. It's been an honor to play a small role as an investor, advisor, and cheerleader!

Unsurprisingly, my favorite part of the journey has been the opportunity to meet and interact with so many talented and insightful Simfomaniacs! Here's to another ten years!"



How to do Strategy days when there are only 4 of you!

The background is a solid dark blue. It features several thick, curved lines in orange, teal, and white that sweep across the frame. In the lower-left quadrant, there is a sphere composed of a grid of white dots of varying sizes, creating a 3D effect. The text is positioned in the upper and middle sections of the image.

Global reach

Global opportunities

Simfoni's global footprint spans **seven time zones** and brings together talent from across the world

Our team represent **twenty nationalities** and is located in more than **fifteen countries**

This diverse approach enables us to recruit the best talent, regardless of geographical constraints. It also enhances our ability to innovate and adapt, while offering employees the chance to work on global teams, lead cross-functional projects, and gain exposure to new markets and perspectives.

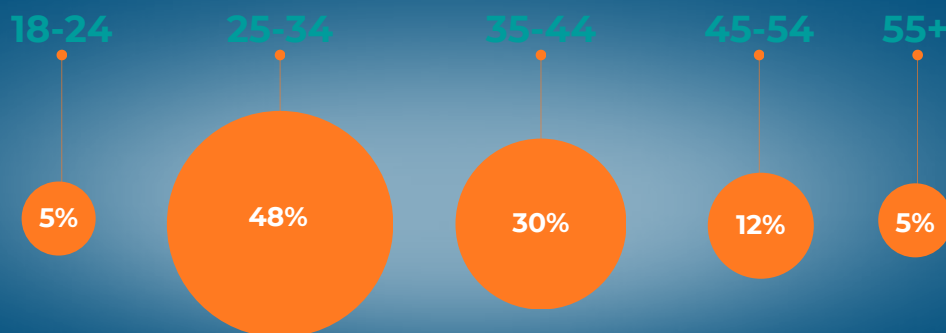


With such a dynamic environment, career paths are accelerated - roles evolve quickly, leadership opportunities arise organically, and high performers are consistently recognized and elevated.

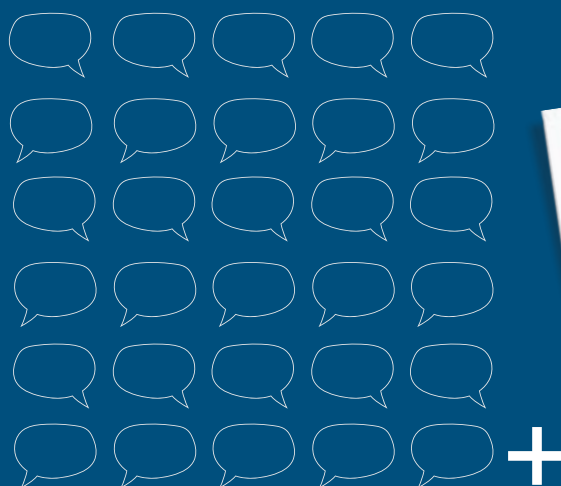
No matter where you're based, your contributions have a global impact, and the possibilities for growth are truly borderless.



DIVERSITY BY AGE



LANGUAGES & DIALECTS



We speak more than **30** languages and dialects

RELIGIONS & BELIEFS

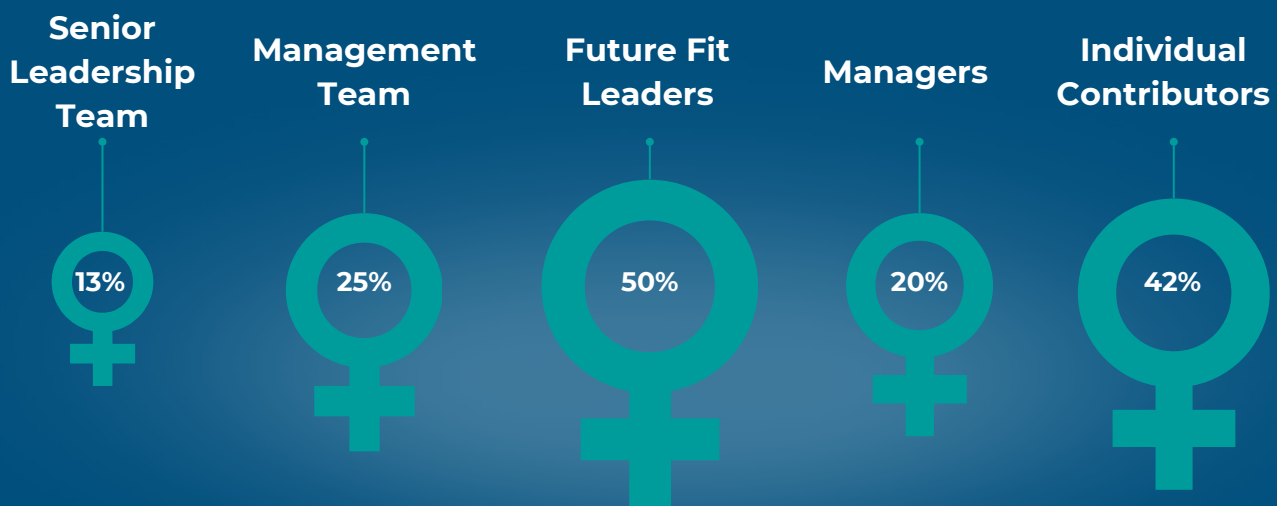


We represent all major religions and we celebrate our rich heritages with curiosity and care.

FEMALE REPRESENTATION IN EACH LEADERSHIP LEVEL

As part of our ambition to be the employer of choice within the Tech- and Procurement industries, we continue to create strong female representation by attracting and retaining talented women from all walks of life.

Nearly 40% of Simfoni's overall team is female and we continue our focus on creating better representation at the senior leadership level.



Diversity is only the starting point

We believe that for diversity to truly thrive, it must be paired with intentional efforts that foster inclusion and belonging. Our #Tolerant value embodies this intent.

We embed inclusive practices into our daily rhythms: leaders are coached to create psychologically safe spaces, our global Company Connect calls celebrate collective wins and cultural milestones, and we have a variety of interest groups unrelated to day-to-day work where cross-cultural exchanges deepen connection.



Our Employee Engagement Surveys regularly capture sentiments of belonging, and our People Team actively tracks and addresses feedback to ensure everyone feels heard, respected, and valued - regardless of where they are in the world.

This inclusion-first culture is not only central to employee engagement; it is essential to unlocking the full power of our diverse team.

86%

of employees feel like they **belong** at Simfoni

91%

of employees feel **comfortable** asking for guidance & support at work

88%

of employees feel their manager fosters an **inclusive team environment**





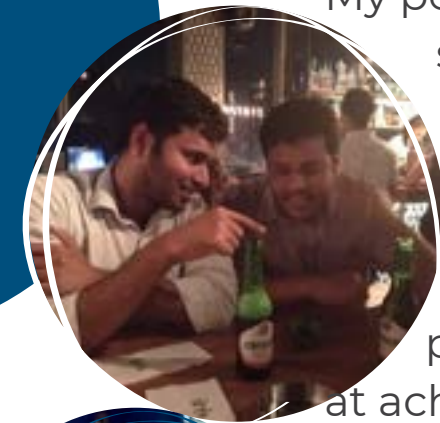




I have so many favorite memories from the early days of Simfoni to now.

That said, The one I remember the most is when we presented our new analytics solution to a Emirates Flight Catering (our first analytics customer) and it was presented on an iPad (to go with our theme of mobile procurement). I had all sort of questions - will the customer like it, will Chirag and Stefan like it, will it be the make or break of my time at Simfoni etc. We finished the presentation fine and Chirag and Stefan told me that I did a good job at a demo at EKFC in Dubai right after we came out of the client office. This was important for the existence of both myself and analytics back then.

My personal mantra is to work on something substantial that it not only changes your company and life, but also shapes the industry through innovative products and solutions. This is work still in progress, but we have the best shot at achieving this.



I personally love the fact that I get to learn so much. I probably have had the privilege of trying most different roles at Simfoni and that is exactly what I needed at this time of my career. Can't go without talking about #AnytimeAnywhere as well, which has helped me as a dad massively in past 3 years.





I believe a big part of our success has been our willingness to experiment - starting small, testing ideas, and learning quickly. We've never tried to do everything at once.



Instead, we focused on a few things at a time, gave them the space to succeed (or fail), and then doubled down on what really worked. That mindset - being open to trial and error, and then having the courage to invest in what proves valuable - has allowed us to grow in a smart, sustainable way.



It's that combination of curiosity, discipline, and follow-through that has helped us build real momentum over the years.



SREERAM VENKITAKRISHNAN

President Data Solutions



No Rules Rules

Occasionally, we draw on best practice and creative solutions championed by business leaders elsewhere. When we like an idea, we review its core principles and intent, and then make it our own with tweaks that speak to our Simfoni culture.

One such concept is #NoRulesRules, inspired by the Netflix culture (*from a few years ago!*)

#NoRulesRules describes a working culture where people are trusted to behave responsibly and encouraged to use their own common sense in decision-making. We keep to a minimum any policies and procedures (*which is why we love Playbooks instead!*).



We do our best to avoid bureaucratic processes and a straight-jacket management style. Our employees are all different, you have different needs at different times of your life. And you have different preferences even when faced with the same needs.

We are here to support as best we can in the way that makes sense for you. Whether it's booking travel to a Simfoni team event, or planning your holidays in light of AnytimeAnywhere, or something more serious like a change in your personal circumstances, we trust each employee to make #Responsible decisions that balance your/your family's needs with the business needs.

BOOKS THAT SHAPE

Over the years, Simfoni's leaders have found inspiration, guidance, and memorable lightbulb moments in the pages of some brilliant books.

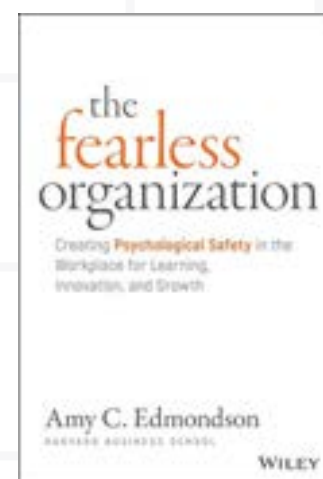
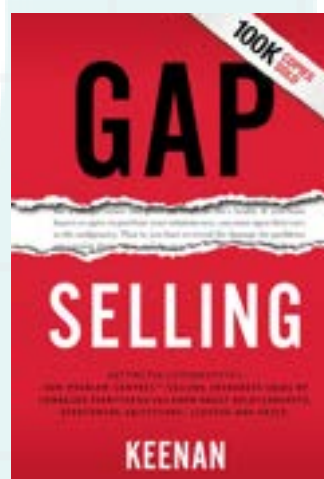
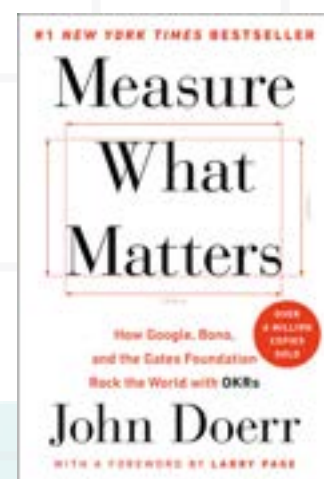
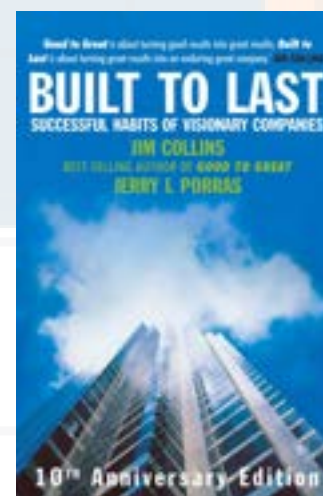
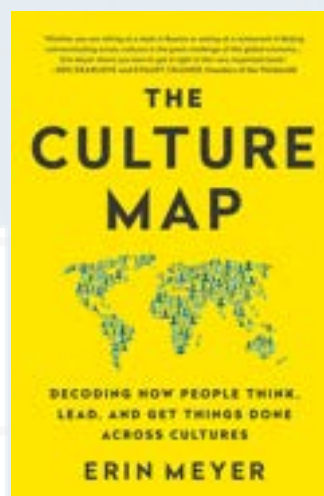
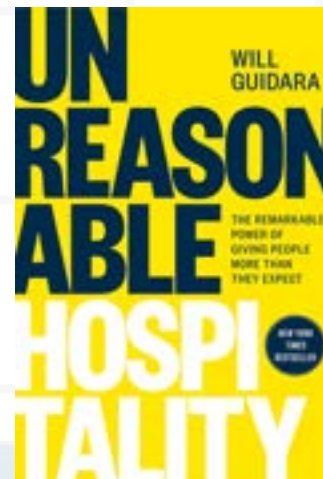
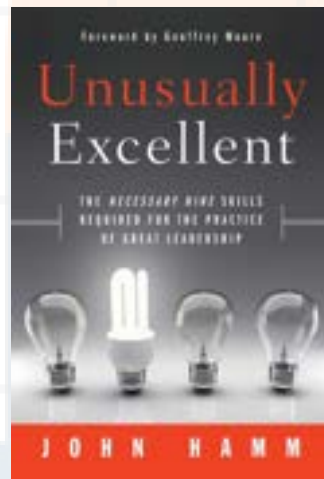
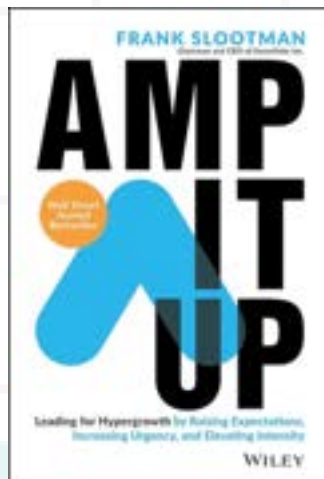
From deep dives into leadership and innovation, to fresh takes on team dynamics, decision-making, global cultures, and building a culture of trust, these reads have quietly influenced how we show up as leaders.

Some helped us reimagine the way teams connect and collaborate, others challenged how we think and make choices.

All in all, our bookshelf has been a silent partner on this 10-year journey - shaping not just what we do, but how we do it.

We highly recommend delving into their pages!

OUR STYLE



What I love most about Simfoni is the freedom and trust built into the way we work.

The #AnytimeAnywhere model has been transformative for me. I can take early morning calls, then walk my kids to school and squeeze in a yoga class while the studio's quiet. I get focused work done during the day, spend quality time with my family in the evening, and log back in later if I need to. That kind of flexibility isn't just a perk - it's a game changer. I've reclaimed the hours I used to lose commuting, and in return, I show up with more energy, focus, and balance.

Over the years, a few mantras have guided how I show up at Simfoni - and they all orbit around a single theme: build first, refine later. Paul Graham's "Do things that don't scale" and "You are the software," alongside Kent Beck's "Make it work, make it right, make it fast," have been constant reminders to just start. These philosophies, although rooted in software and startups, translate perfectly into how we operate as a business. They encourage action over perfection and remind us that iteration is where the magic happens.

One moment that really stands out is the look on Dan Aquilino's face when I first introduced ChatGPT to the SMT.

We were playing around with it, getting it to write a professional but firm email chasing a late customer payment. It was a lightbulb moment - equal parts surprise and possibility - and it captured the spirit of innovation that defines us.





The work we do at Simfoni matters because it goes to the heart of how companies operate. Procurement might not always be the loudest function, but it's one of the most impactful. Helping businesses buy smarter is a powerful lever for efficiency and value. **But beyond what we do, I'm proud of how we do it.** I'd never heard the phrase "career value add" before joining Simfoni, and now I see it play out daily. We're not just building solutions; we're building people, careers, and a company that does things differently—and others are starting to notice.

Looking back on the past decade, I believe our success comes down to two key traits: boldness and adaptability. Whether it was launching new business lines like tail spend or forging strategic product partnerships like the one with Snowflake, we've never shied away from trying something new.

Just as importantly, we've stayed flexible - ready to pivot, refine, or rethink when the moment calls for it. That combination of courage and responsiveness has been our edge, and will continue to drive us into the next ten years.

ALAN BUXTON
Chief Technology Officer



AWARDS and RECOGNITIONS

PROCURETECH 100

Simfoni shines in the ProcureTech 100 rankings for three consecutive years, 2021–2023.



SpendMatters® 50 TO KNOW & SOLUTION MAP



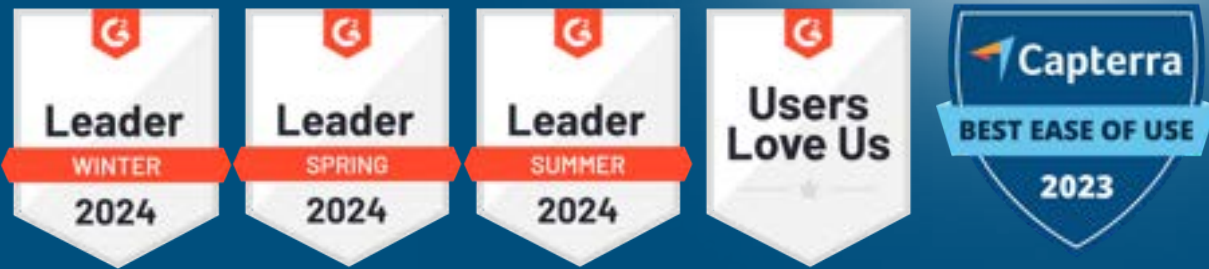
Simfoni was featured on the Spend Matters 50 to Know list for the third consecutive year in 2024. Simfoni has placed on the Spend Matters SolutionMap every year since 2016.

GARTNER HYPE CYCLE FOR PROCUREMENT & SOURCING SOLUTIONS



Simfoni was recognized on the Gartner® Hype Cycle for Procurement and Sourcing Solutions as a Sample Vendor for Tail Spend Management, 2022 - 2024.

G2 & CAPTERRA CATEGORY LEADER



Recognized as a top performer, Simfoni secures a category leader status from G2 & Capterra in 2023 and 2024.

TOP SUPPLY CHAIN PROJECT AWARDS



Simfoni was recognized in the 2023 and 2024 Top Supply Chain Project Awards from Supply & Demand Chain Executive.

DELOITTE FAST 500

500

Technology Fast 500
2023 EMEA **WINNER**

Deloitte.

Simfoni earns Deloitte Technology Fast 500™ Recognition for EMEA Region, following substantial revenue growth, new client acquisition and AI-driven innovation.

CIPS MENA AWARDS



Simfoni client recognized as a finalist for the esteemed Best Initiative to Deliver Social Value through Procurement at the 2023 CIPS MENA Conference.

As one of the "originals", 2015 was a memorable year for me.

It was the year when the original ideas for Simfoni were developed, and I had the great honour and pleasure to work with some of the most inventive and committed people I had ever come across.

I recall the conversation with Chirag, in our small office with a one desk and a broken chair, when he came up with the company name Simfoni based on the word Symphony, which in Greek means Harmonious – in essence, the concept of enabling procurement to work with multiple stakeholders in a harmonious way – and that is what we set out to do.

My early moment of brilliance was our first marketing campaign which we themed on the 1960s film The Magnificent Seven, which had the famous strap-line "They were Seven and they fought like Seven Hundred", symbolizing exactly what Simfoni tools could do for a procurement function.



Not quite to the level of intellect that was needed to come up with the company name, but I was still quite proud of it!

The team has not only created products that live up to that original thinking but has also built a company that works hard to utilise the diversity of culture, personality, knowledge, and experience within its employees, working together, harmoniously, to deliver innovative solutions to their customers.

What has been achieved over the years makes me extremely proud to have played my small part.

Happy 10th Anniversary, Simfoni!

Ian Jeffrey

Former employee and
Angel Investor



I worked with Chirag at Xchanging plc where he ran the procurement division following the acquisition of his business.

I invested in Simfoni on the back of my experience working with him, as I knew that he was sufficiently tenacious and committed to make it work.

10 years on it has proven to be the case. There is still much to do but Simfoni seems to be heading in the right direction!



Ken Lever

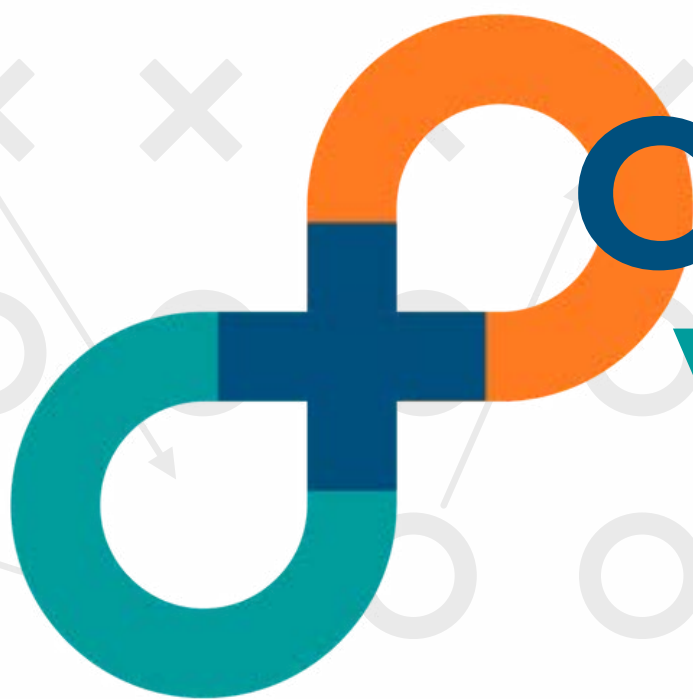
Former CEO of Xchanging Plc
and Angel Investor”







simfoni
SEE SPEND DIFFERENTLY



Career
Value
Add

“

career value add

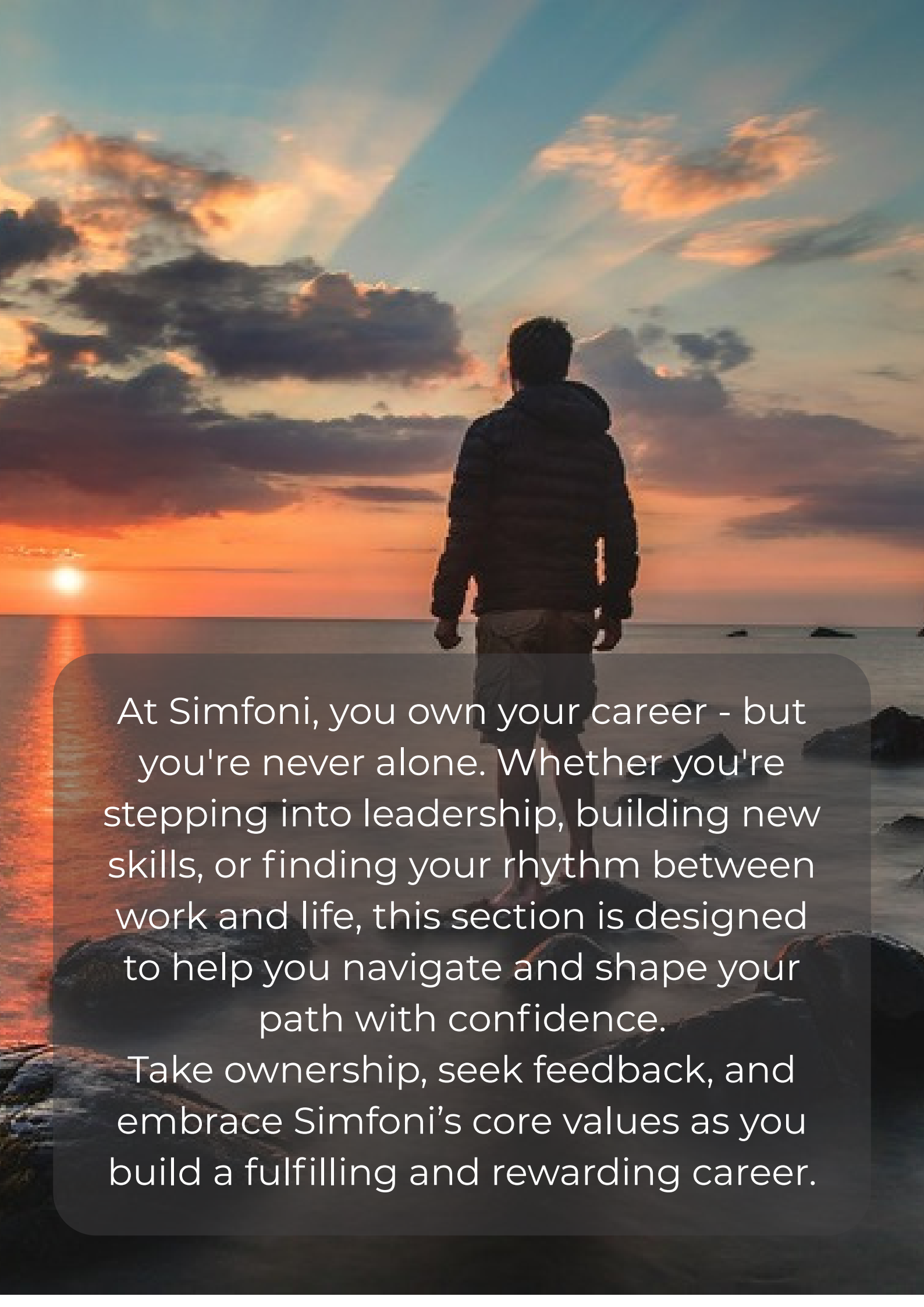
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In simple terms, **Career Value Add means that every moment you spend working at Simfoni contributes to making you better, stronger, and more fulfilled in your career - not just here, but wherever your journey takes you. It speaks to our ambition to make the time you spend working at Simfoni to be the best decision you could've made for that stage in your career.**

It takes a personal focus on ensuring every Simfoniatic has equal opportunity to grow, thrive, and actively shape a bright career.

We believe in promoting from within, ensuring that when opportunities arise, our people are first in line. Career growth isn't just about promotions. It's about learning new skills, taking on bigger challenges, and knowing that your work truly matters.

A person is standing on dark, jagged rocks in the foreground, looking out over a calm ocean towards a sunset. The sun is a bright orange orb on the horizon, with its light reflecting on the water. The sky is filled with large, dark clouds that are illuminated from below by the setting sun, creating a dramatic orange and yellow glow. A few rays of light break through the clouds higher up in the sky. The person is seen from behind, wearing a dark jacket and light-colored shorts.

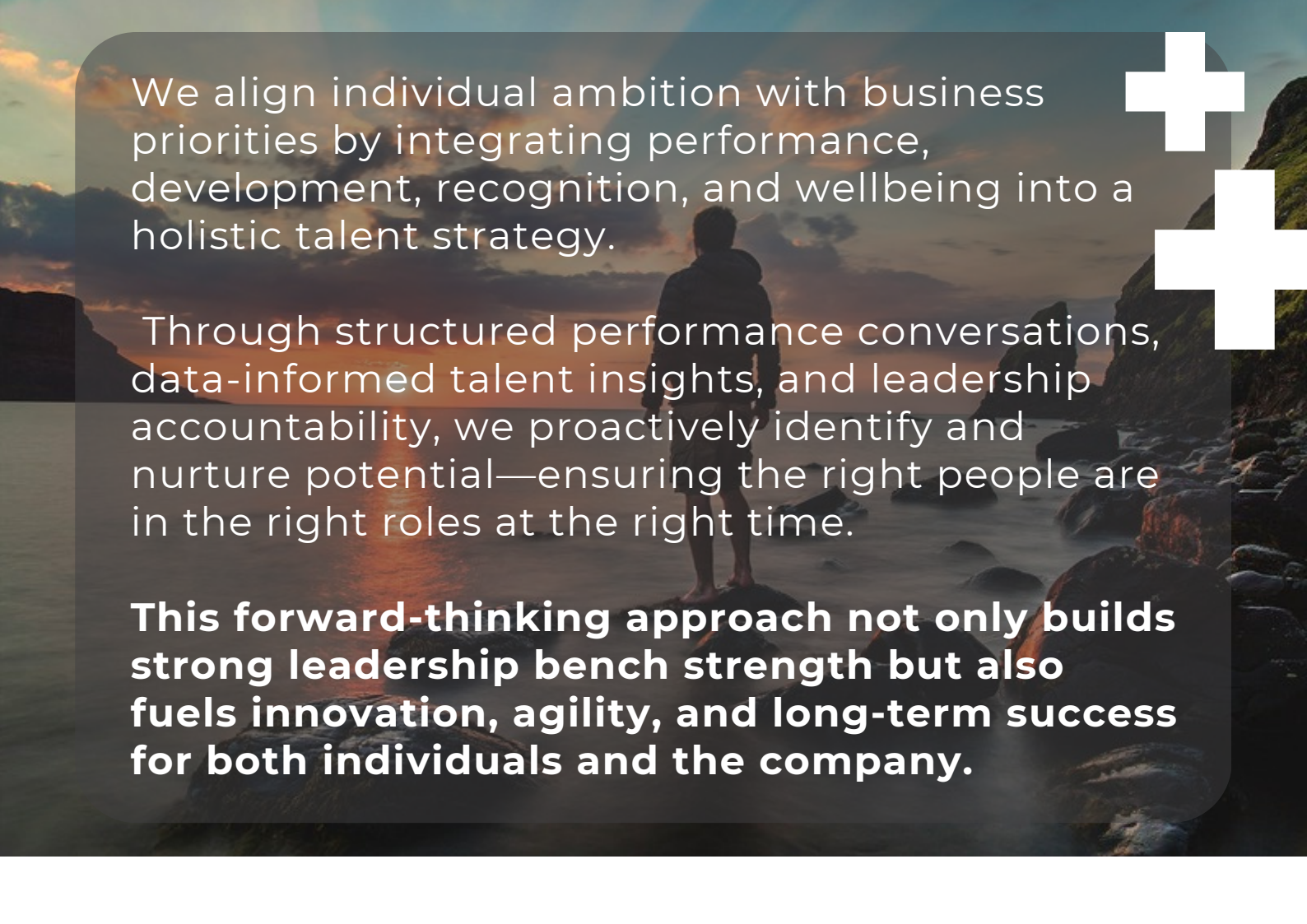
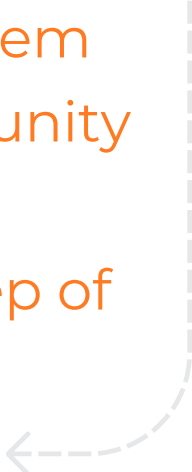
At Simfoni, you own your career - but you're never alone. Whether you're stepping into leadership, building new skills, or finding your rhythm between work and life, this section is designed to help you navigate and shape your path with confidence.

Take ownership, seek feedback, and embrace Simfoni's core values as you build a fulfilling and rewarding career.



Simfoni's approach to managing talent is rooted in a deep belief that people are our greatest differentiator.

Our vision is to build a thriving ecosystem where every employee has the opportunity to contribute meaningfully, grow continuously, and feel valued every step of the way.



We align individual ambition with business priorities by integrating performance, development, recognition, and wellbeing into a holistic talent strategy.

Through structured performance conversations, data-informed talent insights, and leadership accountability, we proactively identify and nurture potential—ensuring the right people are in the right roles at the right time.

This forward-thinking approach not only builds strong leadership bench strength but also fuels innovation, agility, and long-term success for both individuals and the company.

Simfoni Team – happy tenth birthday!

When we partnered back in 2021, I had to hide my birthday from Chirag so he didn't think I was ten myself!!

Jokes aside, it has been a true pleasure and privilege to support you all over the years and WOW has Simfoni come a long way.

Every function has significantly levelled up, we've grown the number and calibre of clients significantly and have continued to be a true procuretech innovator. The one "constant" that hasn't changed would certainly be your core values. From top to bottom, you treat each other and your stakeholders with kindness, respect and are a group eager to collaborate. That is worth its weight in gold and hope you hold onto your core values tightly as you turn fifteen, twenty, etc. It's what makes Simfoni a truly special place.

*I'd normally make a joke about turning twenty-one, but clearly the personification of Simfoni has had plenty of experience drinking before turning 21! Again, jokes aside – I have always admired Simfoni's culture for your ability to "enjoy the process/journey." **Through ups and downs, twists and turns – you have stayed true to your values, stayed committed to your goals, have formed lifelong relationships and friendships and have had a lot of fun building a world class business in the process.***



And so, I will leave you with a famous Steve Jobs quote: "Stay hungry, stay foolish."

Happy birthday!!!

Jack Freeman

Partner, Peakspan Capital



It has been an honor and pleasure working with Simfoni for the past 4 years.

I have seen the company grow and adapt to the changing market but the one thing I have not seen them change is their core values - this is the glue that binds everyone together as a Simfoni employee and this culture runs very, very deep.

The team works hard but also likes to enjoy themselves. It was fantastic to see the excitement of the team when the Simfoni Dubai 7's



cricket team won a number of their matches and proved themselves on the sports pitch the same way they prove themselves every day with their customers.

My favorite memory of Chirag is when he channeled his inner, slightly tipsy, Freddy Mercury to sing Bohemian Rhapsody in front of the stands at the Dubai7's. Happy to share the footage for anyone interested!



Herb Cunitz

Board Member and Advisor



When Simfoni closed our investment round with PeakSpan in 2021, we wanted to mark the moment in a meaningful way. Normally, you'd throw a big fancy dinner — invite the lawyers, board members, clients, and team — but with people spread out from Canada to Dubai, that just wasn't going to happen.

So we got creative!

Instead of dinner, we decided to blend our own wine. Yep, actual wine. We shipped out samples to everyone and did a Zoom wine blending session — probably the classiest Zoom call we've ever had. It was a fun and personal way to thank the clients who supported us through due diligence, and to bond with our new partners.



A few months later, we had our second blending session in London, this time in person with the leadership team. We turned what could've been just another night out into something much more memorable.

Then came the really fun part: naming and designing the label. After several lively debates (and probably a few glasses of wine), we landed on a name that felt just right — **Infiniti.**



Finally, we got to taste the finished wine at the legendary Château Lynch-Bages in Bordeaux. The wine itself? A blend of top-tier Bordeaux grapes, made in the same barrels and tanks as some of the world's best. It's already delicious, but like Simfoni, it's only going to get better with time.

Our beautiful bottles of Infiniti have become a kind of symbol for us. We gift them to clients, bring them to team events, and use them to recognize great work. It's more than just wine — it's a reminder of what we can create when we come together with purpose and a bit of imagination.

So the next time you open a bottle of Infiniti, know that you're not just drinking wine — you're sipping on a little piece of Simfoni history.



BEHAVIORS THAT



GO DIRECT

A core part of how we work at Simfoni is the idea of “go direct.” If you have feedback, a request, an idea, or a question for someone, simply go straight to them. We value open, respectful communication over formal channels or hierarchy. It saves time, builds trust, and keeps conversations real and productive.



TWO-MINUTE TASKS

A simple but powerful tactic that we employ here at Simfoni: if a task will take two minutes or less - especially if someone else is waiting on it - do it immediately. It keeps momentum flowing, clears small blockers, and shows respect for others' time. These quick wins may seem small, but they create a ripple effect of productivity and trust across the team.



REAL-TIME FEEDBACK

Feedback is an enabler of progress and performance. At Simfoni, we believe feedback is most powerful when it is shared in a timely manner. It might not be in the moment (especially if there are emotions involved), but by speaking up in real-time, it reinforces great behaviors and course corrects quickly. This creates a culture of continuous learning and support.



WATERWHEEL COMMUNICATION

We think about communication and engagement like a waterwheel, where all leaders work together to cascade clear messages and expectations into their teams and proactively create opportunities for employees to feed back questions and concerns. As opposed to a waterfall-style, where just one or two leaders try to “push” initiatives into the business, which we believe is not effective.

BUILT US



PAINFUL PRIORITIES

We prioritize based on the idea that if it doesn't hurt a little (or sometimes, a lot), it probably isn't truly urgent or important. Real priorities usually come with a bit of tension and pain - they require trade-offs, tough calls, and sometimes saying no to good things to make space for great ones. Discomfort is often a sign we're focusing on what really matters.



PERSIAN DECISION MAKING

Persian decision-making has a legendary twist—big ideas are often debated over wine, and if the plan still sounds good the next morning (minus the buzz), it's a keeper. It's a blend of passion, conversation, and a healthy dose of next-day clarity. Basically, if an idea survives both the party and the hangover, it's probably a solid one!



OVER COMMUNICATE

This principle isn't about repeating yourself - it's about making sure nothing gets lost in translation across time zones, cultures, or screens. We believe in over-communicating because it helps us bridge time zones, avoid misunderstandings, and build trust by sharing context and confirming understanding. Especially when we're not bumping into each other in hallways, over-communication is key!



NO RULES RULES

We trust our people to use their judgment and do what makes sense. There's not a ton of red tape or strict rules, because everyone's different and what works for one person might not for another. Whether it's booking travel, taking time off, or dealing with something personal, Simfoniacs are trusted to make #Responsible decisions that work for them and the business.



One thing that makes Simfoni stand out is the opportunity to create real impact, no matter where you're working from.

The ability to work remotely and from anywhere in the world is more than a lifestyle perk - it's a reflection of trust. That trust empowers us to focus on what truly matters and contribute meaningfully, without unnecessary distractions.

My personal mantra is simple: *Cut the BS.*

It keeps me grounded and focused, helping me zero in on the things that actually move the needle. At Simfoni, this mindset has helped me avoid chasing vanity features or surface-level wins.

Instead, I stay committed to delivering real value—not just promises.



One of the things I love most about Simfoni is that we're not just building products; we're helping businesses live out their values.

Every dollar a company spends says something about what it believes in—and our work helps translate those beliefs into action. That's a powerful kind of impact.



Looking back on Simfoni's journey so far, it's clear that our success has been powered by fast action and a team of smart, committed people who aren't afraid to push boundaries.

We've grown by staying sharp, moving quickly, and making bold choices—all while staying deeply connected to our mission and to each other.



As for a favorite memory? I honestly believe the best is yet to come. What we've achieved so far is only the beginning—and the energy, creativity, and momentum in this team make me genuinely excited for what's ahead.



RENAUD DELCROIX

Chief Revenue Officer

MEASURE what MATTERS

Simfoni's Performance Matrix

At Simfoni, great performance means more than just hitting goals. We also consider how employees live our values. That's why our performance matrix **balances results and behavior** measuring both **what** is achieved and **how** it is done.

Each quarter, employees and their managers reflect on OKRs and key performance factors like productivity and adaptability. At the same time, they consider how well employees demonstrate our GREAT IMPACT values - collaborating with integrity, embracing feedback, and supporting others.

These two scores are plotted on a simple grid, leading to one of five overall ratings: Star Performer, Solid Performer, Positive Potential, Heroes Don't Scale or Significant Risk.

It's a tool for honest conversations, growth, and career planning.

Recognition follows a thoughtful process. Promotions, raises, or stock options are based on an employee's performance rating, tenure, and timing of their last reward—ensuring fairness and consistency.

The performance matrix helps us celebrate not just what employees achieve, but who they are in the process.

FOCUS on the A-PLAYERS

"Focus on the A-players" is all about recognizing and empowering Simfoni's top performers. Star Performers who don't just meet expectations, but go above and beyond to make a real difference.

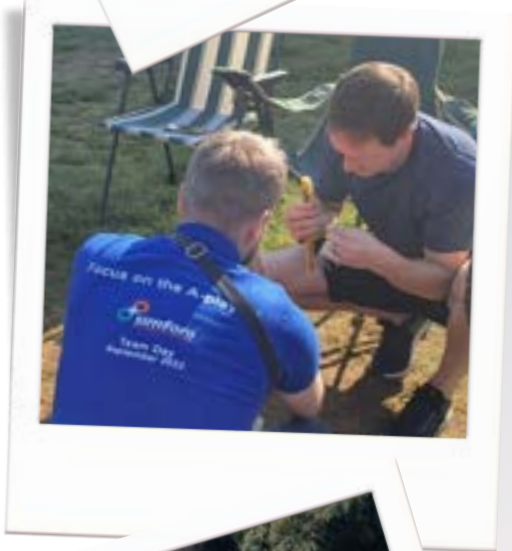
These A-players constantly challenge the status quo, bring fresh ideas to challenges, and consistently strive to reinvent how things are done.

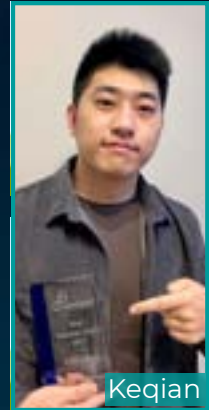
They take on more responsibility, find smarter ways of working, and help drive the success of the company in ways that go beyond their job description.

We don't just want reliable employees - we want those who actively push for change, inspire others, and lead by example.

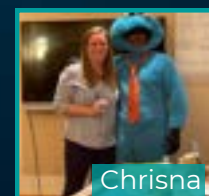
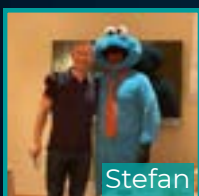
By focusing on these exceptional individuals, we're not just improving our business performance, we are creating a culture where talent is recognized, and future leaders are nurtured.

We boldly celebrate those who make a real positive impact and focus on giving them the opportunities they need to continue doing great things.





The MVP (Most Valuable Player) Awards are an annual tradition at Simfoni, where we celebrate those who go above and beyond in making a real difference. These awards recognize individuals who live our values and consistently deliver exceptional results, improve processes, or support their colleagues.

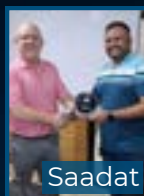




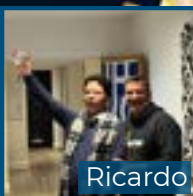
Dan



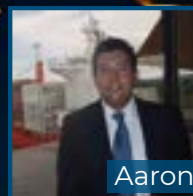
Rekha



Saadat



Ricardo



Aaron



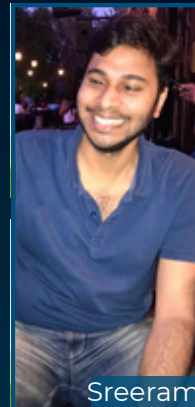
Stefan



Makenzie



Greg



Sreeram

2024

Over the years, we've added more categories to highlight the various ways our team members contribute, from community involvement to leadership. We have also added Brilliant Awards, for individuals who drive brilliant innovations proactively. The selection process is tough, as so many of you excel in different areas, but the MVP Awards give us the chance to celebrate those who stand out.

2025



Sergey



Ankit



Ashish



Sumit



A word from our global team



*"Recognition is part
of our daily culture -
people go out of
their way to
appreciate each
other."*

*Actual quotes from the 2024
Employee Engagement Survey*



*"The values we talk
about actually
show up in how
people behave. It's
not just a slide
deck."*



*"The culture is
inclusive and
supportive. I've
never felt like I
had to hide who I
am."*



Simfoni empowers me to take initiative and think creatively - my ideas are heard and valued."



"I feel trusted to do my work in a way that fits my life, which boosts my productivity and wellbeing."



"I've grown more in the last year at Simfoni than in five years at my last company."



"I genuinely feel part of a global team - despite the distance, there's a strong sense of connection."



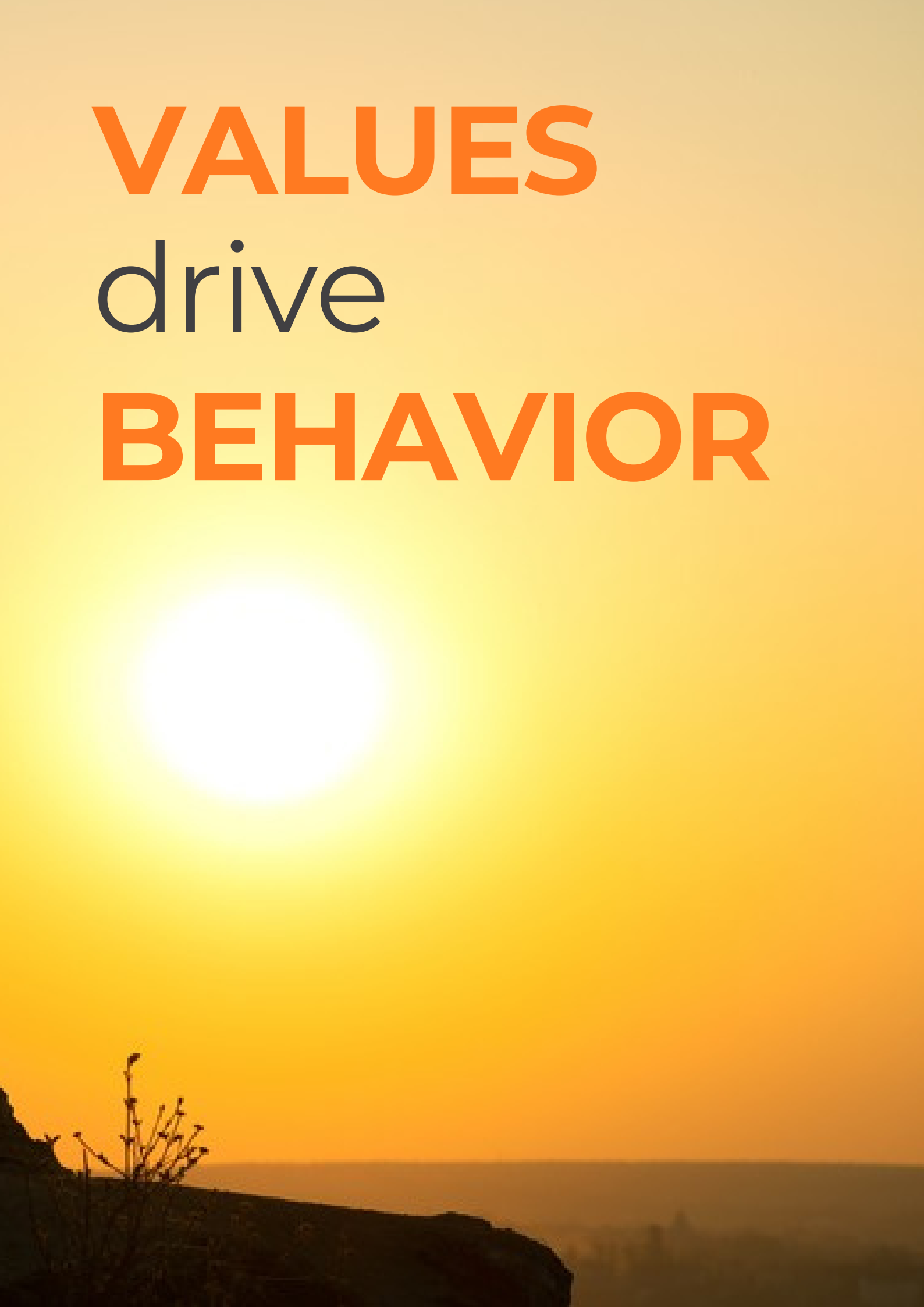
"Leadership is approachable and transparent. You can speak up without fear."



VALUES

drive

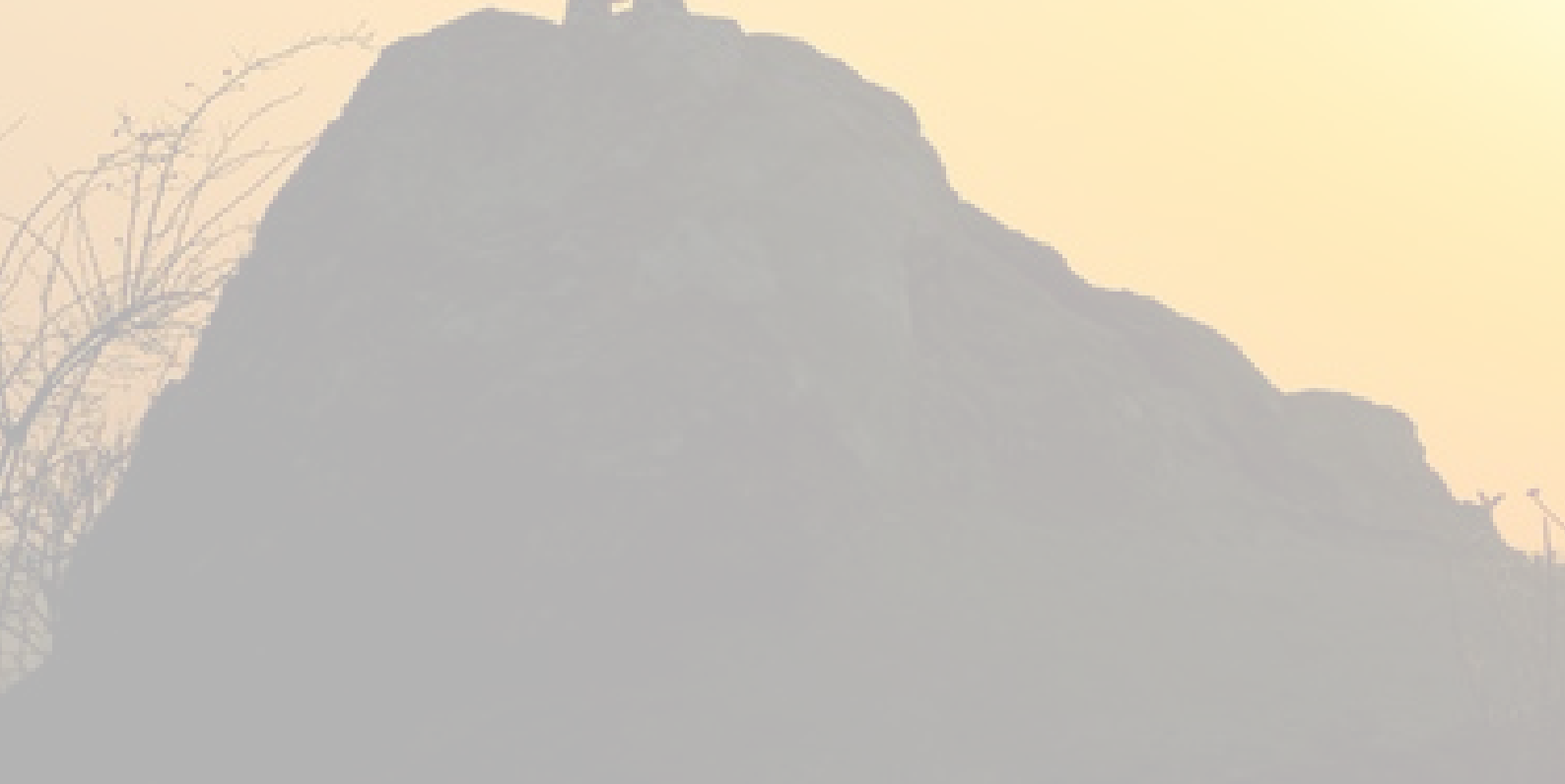
BEHAVIOR



Have you ever heard of an organization having eleven values? You could be forgiven for thinking that is far too many for anyone to remember, let alone 'live by'.

Well, we do. It's just another example of how Simfoni emulates best practices but with its own quirky twist.

Conveniently our values combine to create the GREAT IMPACT acronym that makes them easier to remember.



These values are the foundation of our culture and influence the decisions and behaviors of every team member and leader.

Leaders model these behaviors, and employees hold them accountable through feedback.

From welcoming new joiners with care, to embracing feedback with humility, to celebrating triumphs, and course-correcting with agility, showing trust by being transparent, demonstrating ambition through continuous learning, or acting responsibly by supporting a teammate's success, our values come to life in everyday moments.

**Our values guide
how we show up and
drive impact.**

A faint silhouette of a person climbing a rock face is visible in the bottom left corner of the slide.

Great Place
To Work



At Simfoni, being a #GreatPlaceToWork isn't a label - it's a lived experience.

We believe a #GreatPlaceToWork is something we all create through our daily interactions. It's not defined by a ping-pong table or a Friday drink, but by how we make each other feel.

You'll see #GreatPlaceToWork in action when people show up with a positive, can-do attitude, support new team members, or bring their full selves to team events - virtual or in person. It's when we participate fully, celebrate each other on social media, and take ownership of the culture we want to be part of.

We remind ourselves: "You are not in traffic, you are traffic. It's only great if you make it great." Every post, comment, gesture, and welcome handshake adds up to something meaningful: a workplace where people want to stay, grow, and belong.

This value shines in both our achievements and our attitudes.

We show up with a can-do mindset, recognize great work, and support each other every step of the way. That's why so many of us can say: *this was the best career choice I could have made.*

Responsible



Being #Responsible at Simfoni is about doing the right thing, even when no one is watching.

#Responsible is choosing the option that does the least harm. It's about acting with integrity, care, and awareness of our impact—not just for today, but for the long term.

Our employees show this value daily - from managing critical tasks during a colleague's absence to holding themselves accountable for deadlines and follow-through.

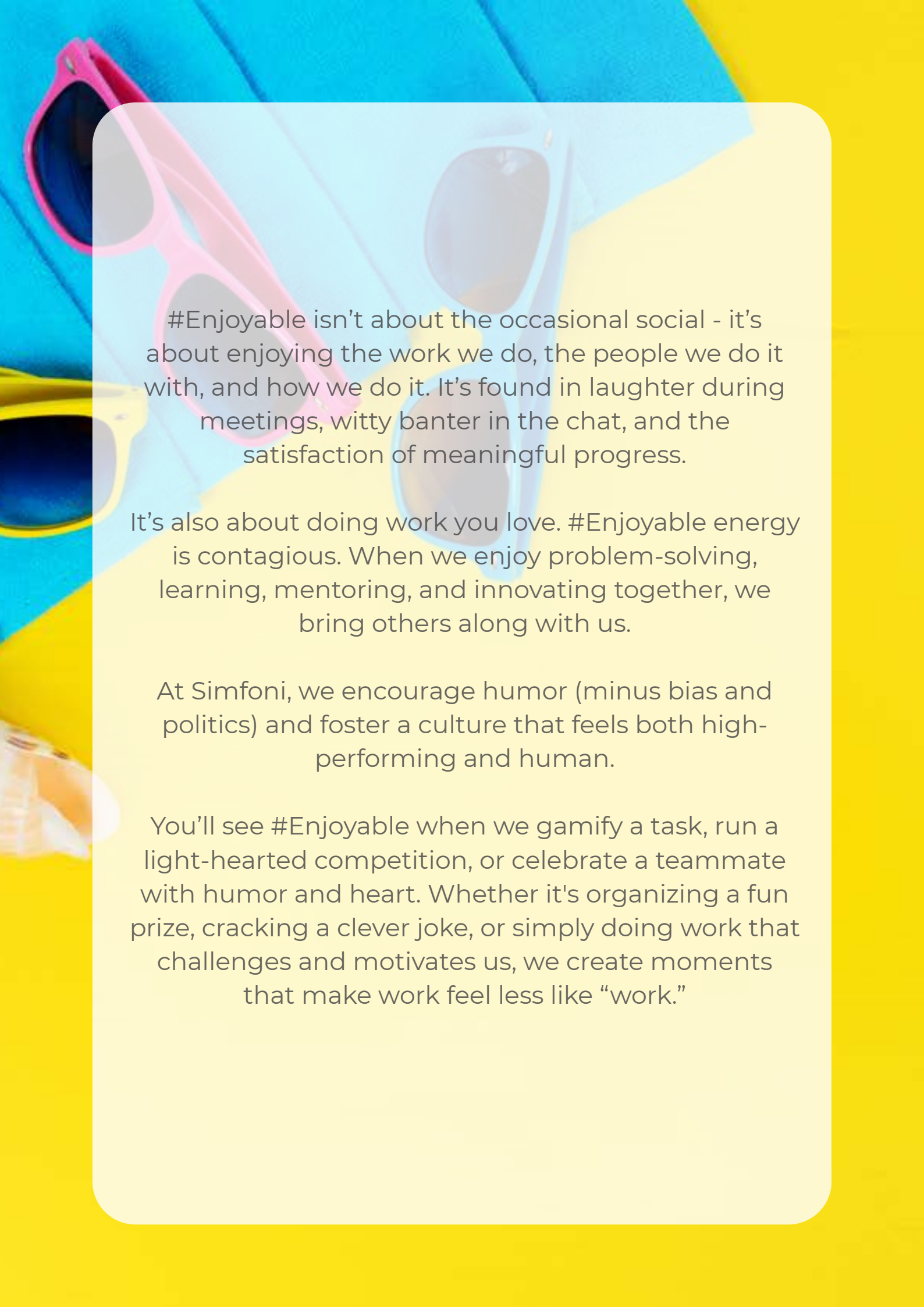
Being #Responsible means respecting clients, showing up on time, dressing appropriately, and making equitable decisions. It's reflected in how we manage our calendars, hand over work when we're away, and stay mindful of our carbon footprint. It means using only what we need—be it paper, electricity, or people's time.

We show #Responsible behavior when we balance individual freedoms with shared accountability and when we consider how our decisions affect others now and in the future. It's about building a company - and a world - that's better for everyone.

We trust each other to be stewards of our shared goals, and we hold ourselves to a high ethical standard. That's the Simfoni way.

Enjoyable





#Enjoyable isn't about the occasional social - it's about enjoying the work we do, the people we do it with, and how we do it. It's found in laughter during meetings, witty banter in the chat, and the satisfaction of meaningful progress.

It's also about doing work you love. #Enjoyable energy is contagious. When we enjoy problem-solving, learning, mentoring, and innovating together, we bring others along with us.

At Simfoni, we encourage humor (minus bias and politics) and foster a culture that feels both high-performing and human.

You'll see #Enjoyable when we gamify a task, run a light-hearted competition, or celebrate a teammate with humor and heart. Whether it's organizing a fun prize, cracking a clever joke, or simply doing work that challenges and motivates us, we create moments that make work feel less like "work."

Ambitious





Ambition is what fuels Simfoni's growth and our people's personal development.

#Ambitious means never standing still. It's about striving to get better - faster, smarter, stronger - while supporting others to do the same.

Simfoniacs don't settle for "good enough." They push forward, stay curious, and chase bold ideas.

We show #Ambitious behavior when we identify our next promotion and go after it, when we improve our turnaround times or the quality of our work, and when we expect excellence not only from ourselves but from our teammates too.

Ambition at Simfoni isn't just about climbing the ladder—it's about leveling up together.

We also celebrate the achievements of those who move on to great things and take pride in the success of our alumni, because our impact doesn't end when someone leaves—it echoes through the people we've helped grow.

Tolerant





Simfoni's #Tolerant value is about more than acceptance - it's about intentional inclusivity, flexibility, and empathy. #Tolerant is how we create space for everyone to contribute fully, regardless of background, working style, or personality. We celebrate diversity and understand that true inclusion requires effort, curiosity, and intention.

We live #Tolerant when we embrace individual and cognitive differences - like how we use the color profiling tool to better understand how people think, communicate, and make decisions. We ask questions and consider alternative viewpoints.

When someone needs space, time, or a little extra help, Simfoniacs respond with compassion, not judgment.

By valuing each person as they are, we make room for everyone to contribute fully and thrive.

At Simfoni, #Tolerant isn't passive - it's proactive, and it makes all of us better.

Innovative



Being #Innovative is at the heart of Simfoni's success - and it starts with a mindset. #Innovative is about experimentation, not perfection. We thrive by dreaming big, trying new things, and learning fast - even when it doesn't go to plan.

We show #Innovative behavior by testing new ideas, using new tools, and pushing boundaries—whether that's how we price, engage clients, or run internal events. We encourage colleagues to fail fast and adapt faster.

We don't fear failure, we learn from it.

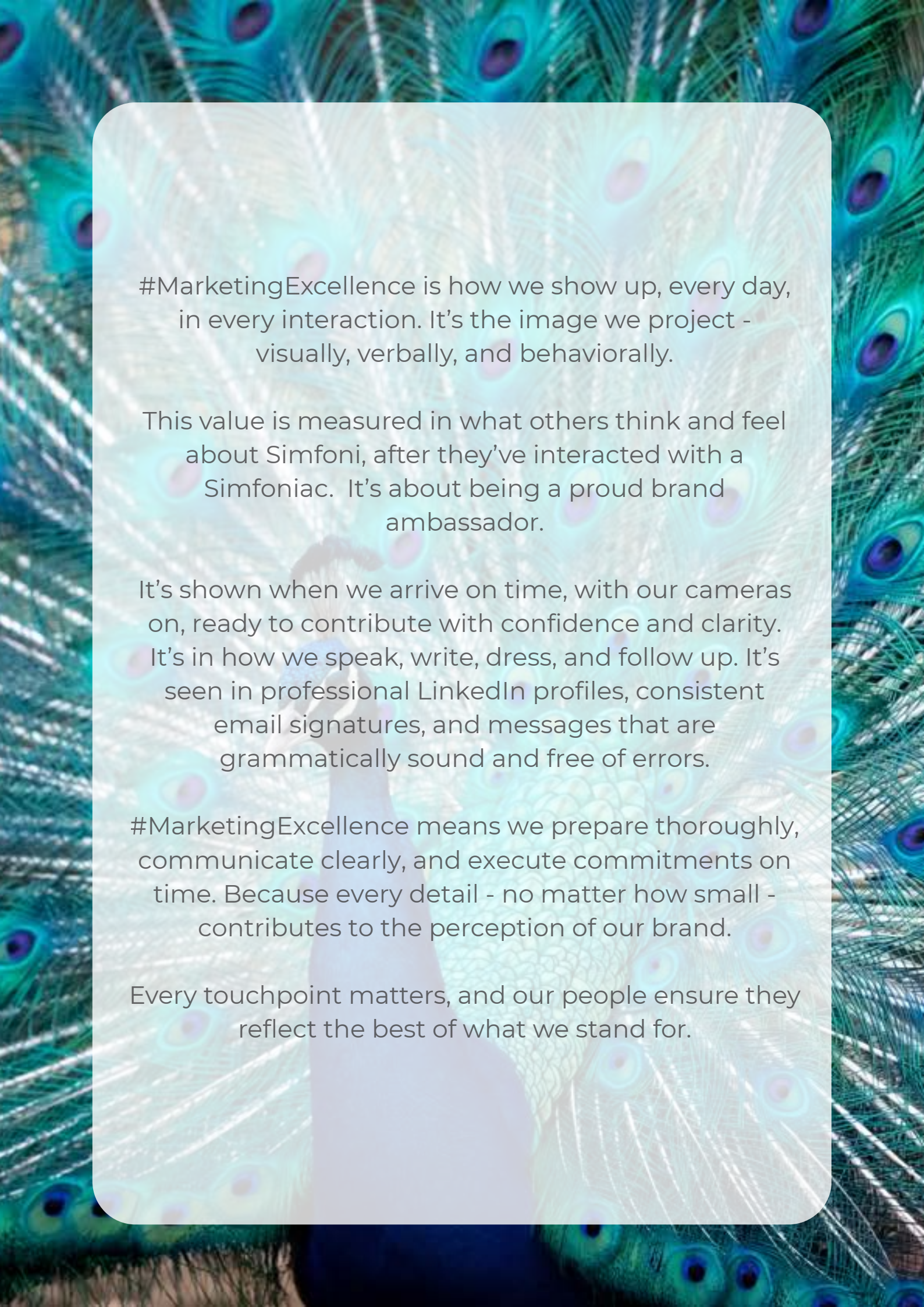
Simfoniacs give each other room to try, grow, and iterate. We foster a culture where new ideas are not only welcome, but expected.

#Innovative means you don't need all the answers to start - you just need curiosity, courage, and a willingness to change. Every iteration brings us closer to breakthroughs.

That spirit of curiosity and continuous improvement keeps us ahead of the curve - and excited for what's next.

Marketing Excellence





#MarketingExcellence is how we show up, every day, in every interaction. It's the image we project - visually, verbally, and behaviorally.

This value is measured in what others think and feel about Simfoni, after they've interacted with a Simfoniac. It's about being a proud brand ambassador.

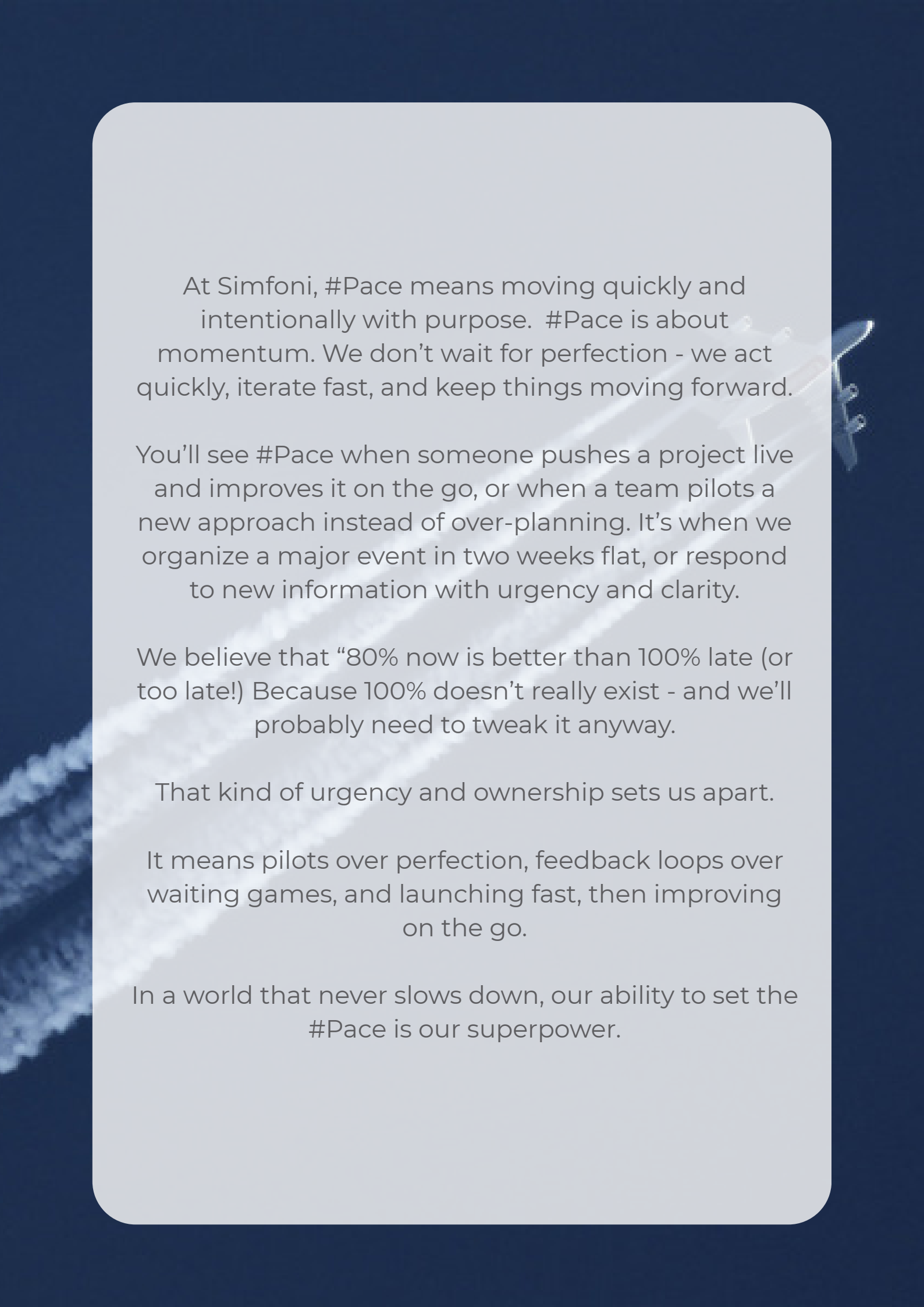
It's shown when we arrive on time, with our cameras on, ready to contribute with confidence and clarity. It's in how we speak, write, dress, and follow up. It's seen in professional LinkedIn profiles, consistent email signatures, and messages that are grammatically sound and free of errors.

#MarketingExcellence means we prepare thoroughly, communicate clearly, and execute commitments on time. Because every detail - no matter how small - contributes to the perception of our brand.

Every touchpoint matters, and our people ensure they reflect the best of what we stand for.

Pace





At Simfoni, #Pace means moving quickly and intentionally with purpose. #Pace is about momentum. We don't wait for perfection - we act quickly, iterate fast, and keep things moving forward.

You'll see #Pace when someone pushes a project live and improves it on the go, or when a team pilots a new approach instead of over-planning. It's when we organize a major event in two weeks flat, or respond to new information with urgency and clarity.

We believe that "80% now is better than 100% late (or too late!) Because 100% doesn't really exist - and we'll probably need to tweak it anyway.

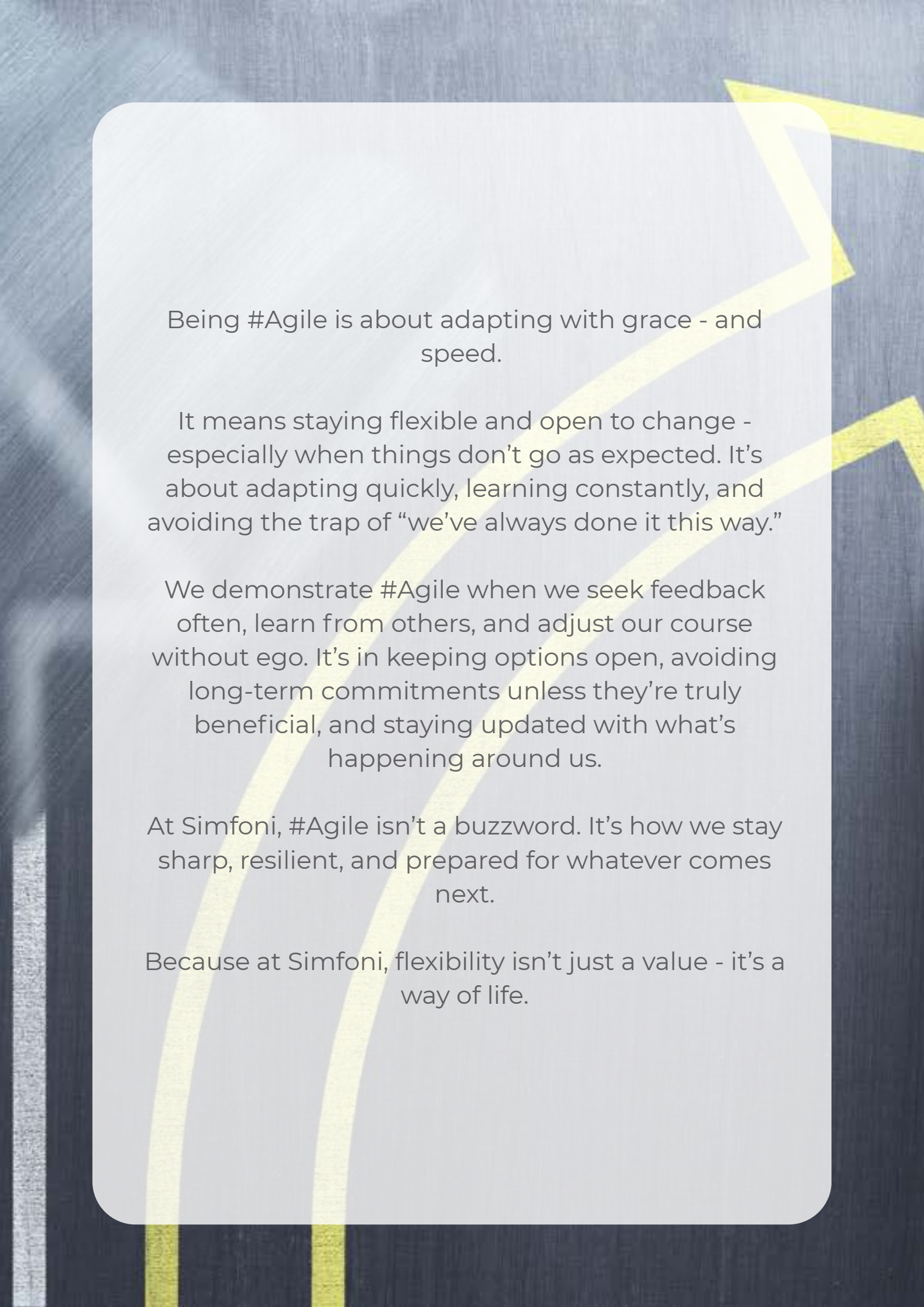
That kind of urgency and ownership sets us apart.

It means pilots over perfection, feedback loops over waiting games, and launching fast, then improving on the go.

In a world that never slows down, our ability to set the #Pace is our superpower.

Agile



The background of the image is a dark blue-grey color with abstract, overlapping yellow and light blue geometric shapes, including lines and triangles, creating a modern, dynamic feel.

Being #Agile is about adapting with grace - and speed.

It means staying flexible and open to change - especially when things don't go as expected. It's about adapting quickly, learning constantly, and avoiding the trap of "we've always done it this way."

We demonstrate #Agile when we seek feedback often, learn from others, and adjust our course without ego. It's in keeping options open, avoiding long-term commitments unless they're truly beneficial, and staying updated with what's happening around us.

At Simfoni, #Agile isn't a buzzword. It's how we stay sharp, resilient, and prepared for whatever comes next.

Because at Simfoni, flexibility isn't just a value - it's a way of life.

Capital Efficient





Being #CapitalEfficient is about making smart, intentional choices with resources - be that money, time or energy.

We live this value by challenging assumptions: do we need this tool? Can we negotiate a better deal? Is there a free version that works? We make *build vs buy* decisions, and continuously re-evaluate whether previous choices still serve us.

For team events, this means booking travel early to maximize choice and reduce cost, and sourcing swag locally where possible.

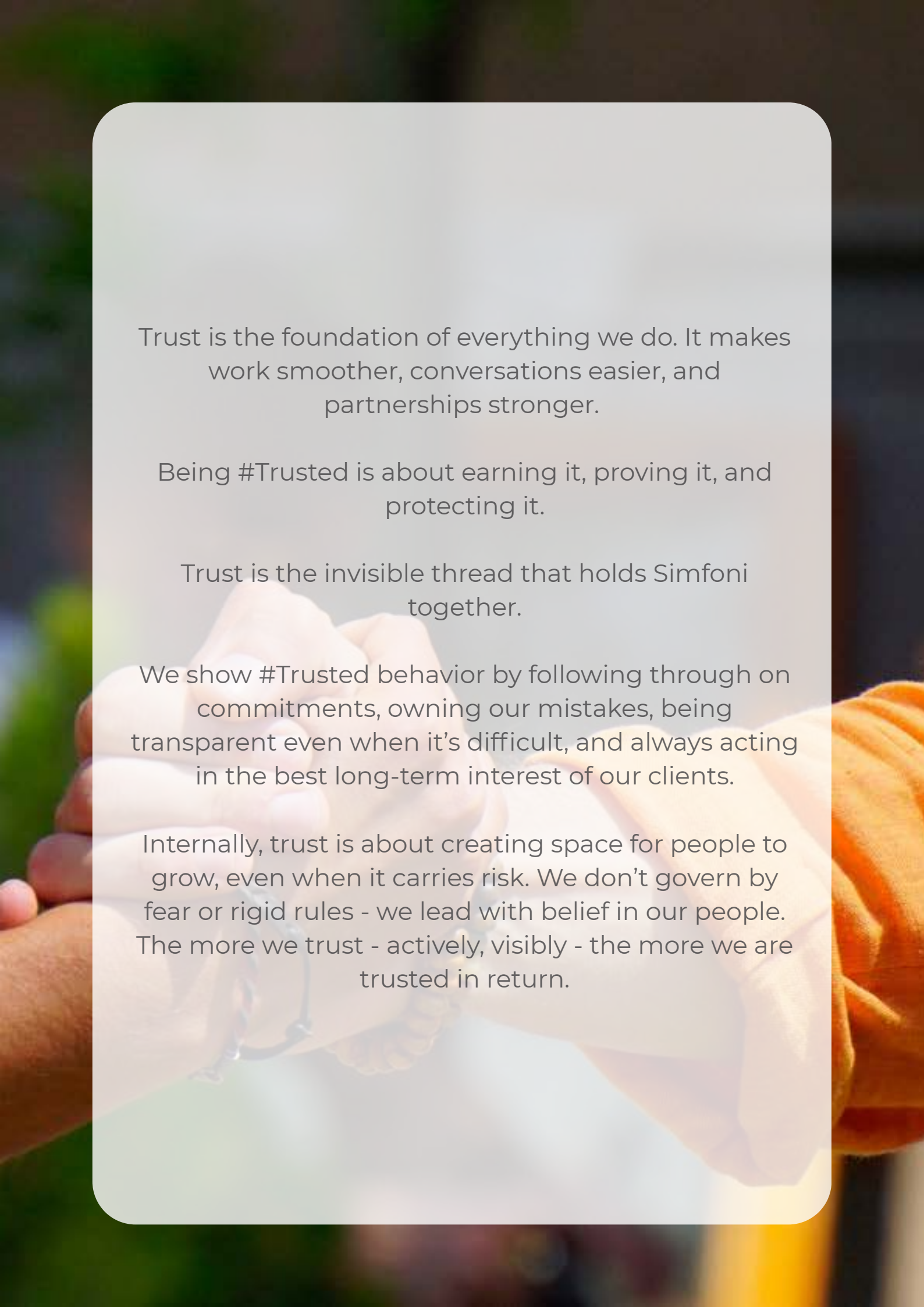
Efficiency here isn't about cutting corners - it's about amplifying value.

Every dollar saved is a dollar that can go further for our team and our clients. Every minute saved, is a minute we can reinvest in creativity, wellbeing, and connection.

It's win-win thinking: less waste, more impact.

Trusted



A background image showing several hands of different skin tones cupping a small globe. The hands are positioned around the globe, with fingers and thumbs visible, suggesting a collective effort or support. The globe is centered and appears to be made of a textured material. The overall tone is warm and collaborative.

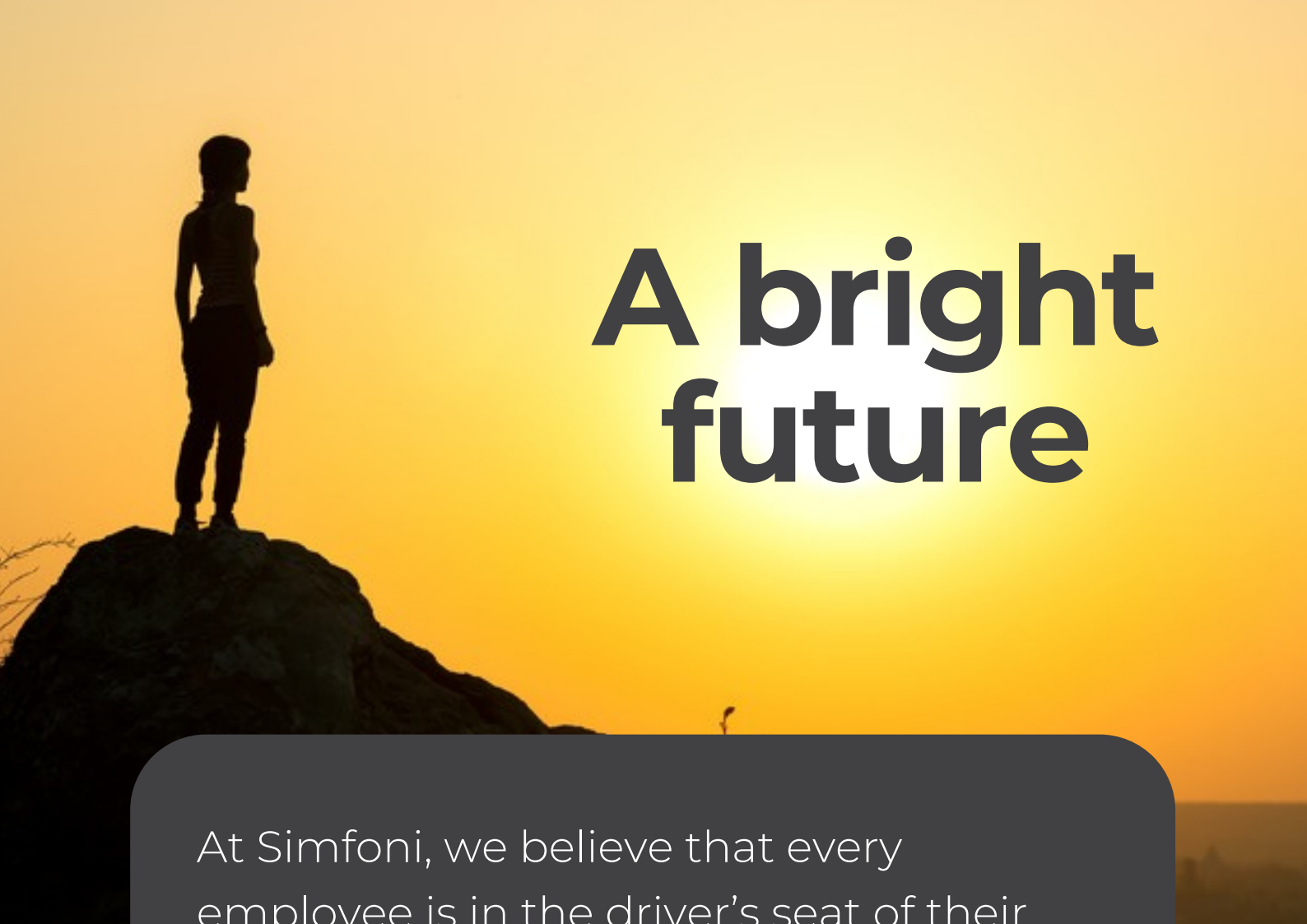
Trust is the foundation of everything we do. It makes work smoother, conversations easier, and partnerships stronger.

Being #Trusted is about earning it, proving it, and protecting it.

Trust is the invisible thread that holds Simfoni together.

We show #Trusted behavior by following through on commitments, owning our mistakes, being transparent even when it's difficult, and always acting in the best long-term interest of our clients.

Internally, trust is about creating space for people to grow, even when it carries risk. We don't govern by fear or rigid rules - we lead with belief in our people. The more we trust - actively, visibly - the more we are trusted in return.



A bright future

At Simfoni, we believe that every employee is in the driver's seat of their own career growth.

Individuals are responsible for:

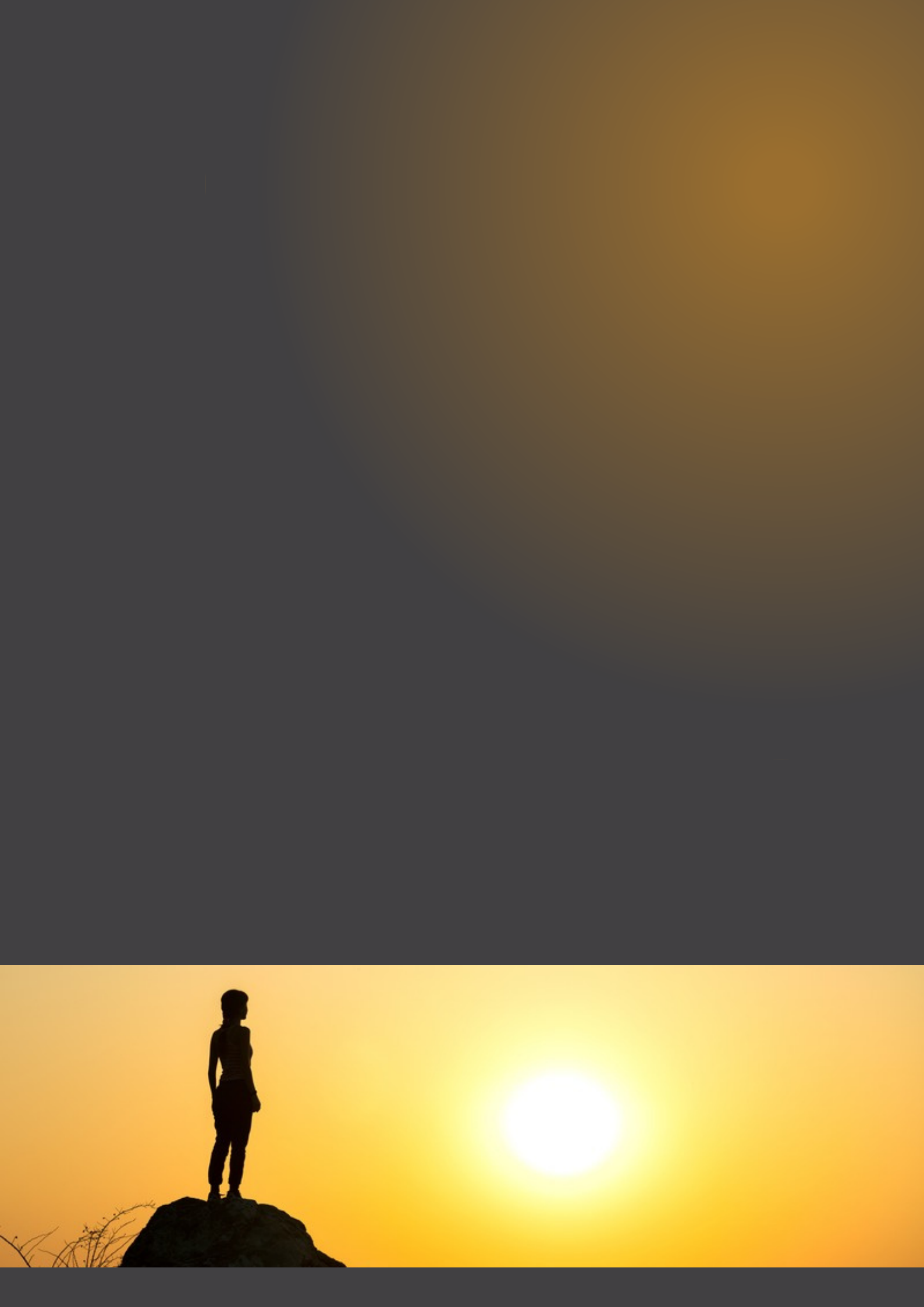
- determining their OKRs
- seeking feedback regularly, from a variety of collaborators & stakeholders
- preparing for performance conversations, and
- collaborating with their manager to define long-term aspirations.





Our performance review process is designed to empower you to reflect, align your goals with business priorities, and advocate for your own development.

With quarterly reviews, you have multiple touchpoints each year to track progress, make necessary adjustments, celebrate achievements, and chart your path forward.



At the heart of this process is a strong coaching culture. Simfoni leaders are expected to provide regular, balanced feedback that supports individual development and drives continuous improvement.

Coaching isn't limited to correcting course- it's also about unlocking potential, inspiring excellence, and aligning individual goals with the bigger picture.

Managers act as partners in your development, helping you navigate challenges, celebrate wins, and build a meaningful career path within Simfoni.

This two-way dialogue ensures that performance conversations remain developmental, not transactional.



What I love most about Simfoni is the ability to work with #Pace and purpose. We operate in a truly #Agile way, which allows us to move quickly, deliver impact, and stay ahead of the curve.

Our remote working model is a big part of that—it enables flexibility without compromising performance. We're empowered to do great work from anywhere, and that level of trust fosters both autonomy and accountability.



One of my favorite Simfoni memories is learning to play cricket and taking part in the Dubai tournament. It was such a fun, team-building experience—completely outside of my comfort zone, but a great example of how we embrace new challenges together. It wasn't just about the game; it was about camaraderie, culture, and being part of something bigger.

My personal mantra has always been: Work hard and play hard to win. It's a mindset that's served me well at Simfoni, where dedication and energy go hand in hand. We're a high-performance culture, but we also know how to celebrate wins, enjoy the journey, and support one another along the way. That balance keeps us motivated and connected, even in a distributed environment.





Reflecting on what's driven our success over the past 10 years, it comes down to three things: a clear business strategy, strong execution, and the resilience of an incredibly talented team.

We have weathered change, embraced opportunity, and adapted with confidence - all thanks to the people who bring Simfoni to life every day. Our collective drive and commitment have been key to turning great ideas into lasting impact.



GREG SILICH
Chief Financial Officer





BENCH STRENGTH



AT SIMFONI, LEADERSHIP IS A MINDSET, AND A RESPONSIBILITY SHARED AT EVERY LEVEL.

We believe in cultivating strong "bench strength" - a deep and diverse pipeline of future-ready leaders who are equipped to take on greater responsibilities and lead with values-driven impact.





We offer the Sailing to Success management training program to all frontline leaders – delving into real topics and typical management challenges with practical guidance. Our **award-winning Future Fit Leaders program** elevates this even further, and plays a key role in fostering a leadership mindset, offering a blend of learning experiences, stretch assignments, and visibility with senior leadership to accelerate development.



Through targeted performance conversations, ongoing feedback, and transparent promotion processes, we ensure that high-potential individuals are recognized and supported early. Leadership at Simfoni is not reserved for titleholders—it's practiced by those who model GREAT IMPACT behaviors, uplift others, and proactively shape the future of our company.





WeCare





Simfoni's **WeCare** initiative empowers employees to make a meaningful difference -locally and globally - through causes they care about.





Instead of prescribing a narrow set of CSR activities, WeCare invites Simfoniacs to champion initiatives that align with their passions, whether that's volunteering, fundraising, or environmental action.

From providing education support in underserved communities to driving reforestation efforts through the Baran Project in India, our impact is both personal and collective.

WeCare is intentionally decentralized, enabling teams and individuals to decide how, where, and when they contribute.



Read more about it here: <https://simfoni.com/care/>

Since launching

WECARE employees have dedicated more than **400** hours

volunteering in local communities,
supporting more than

40 charities and initiatives

through fundraising initiatives
and raised over **\$30,000**



Importantly, WeCare is led by employees, ensuring it remains grounded in the interests and energy of our people.

This autonomy reflects our belief that real impact happens when people are trusted to lead with their values, amplifying Simfoni's purpose-driven culture in ways that are heartfelt, hands-on, and deeply human.



2022 SIMFONI WINS **GOLD** IN THE EMPLOYER OF THE YEAR CATEGORY

The Stevie Awards for Great Employers honors the world's best employers and the human resources professionals who inspire and build great places to work.



Nominated in the Employer of the Year category, Simfoni stood out amongst 950+ additional nominations from organizations of all sizes in 26 nations that were submitted for consideration in a wide range of categories.



"Simfoni, with its claims of inclusion, diversity, and the impressive male-to-female workforce ratio, merits bold thinking and leading by example. Their value and respect for cultural diversity is another key point that merits this award."

Stevie Awards Judge

In 2023, Simfoni received the Bronze Stevie award for its outstanding Leadership Development Program, Future Fit Leaders.



Many congratulations to the Simfoni founders and everyone at Simfoni on reaching your 10-year milestone! Kearney is pleased to be a partner where we collaborate to bring Simfoni's market-leading tail-spend solution to our customers.



Bringing innovative digital solutions to market requires determination to develop a model that works with professional services firms like Kearney. I am proud of our strong relationship and collaboration between our companies where we work shoulder to shoulder on sales and delivery.

Dr. Rob Evans
Global Alliance Lead,
Kearney

I look forward to taking our relationship to the next level as Simfoni turns to the next chapter in an incredible journey.

We first teamed up with Simfoni in 2020, thanks to a fancy recommendation from a pricey consulting firm. Back then, Simfoni's analytics and visuals were straight out of a sci-fi flick - nobody else came close!

Leslie Emerson
Director of
Procurement,
Survitec

We were early adopters of their pipeline product too (I still call it Sourceforce!), so early it didn't even track savings yet. Simfoni built it alongside us, likely powered by coffee.

Five years later, it's still our go-to benefits reporting tool. Honestly, Simfoni feels less like a software vendor and more like tech-savvy friends.

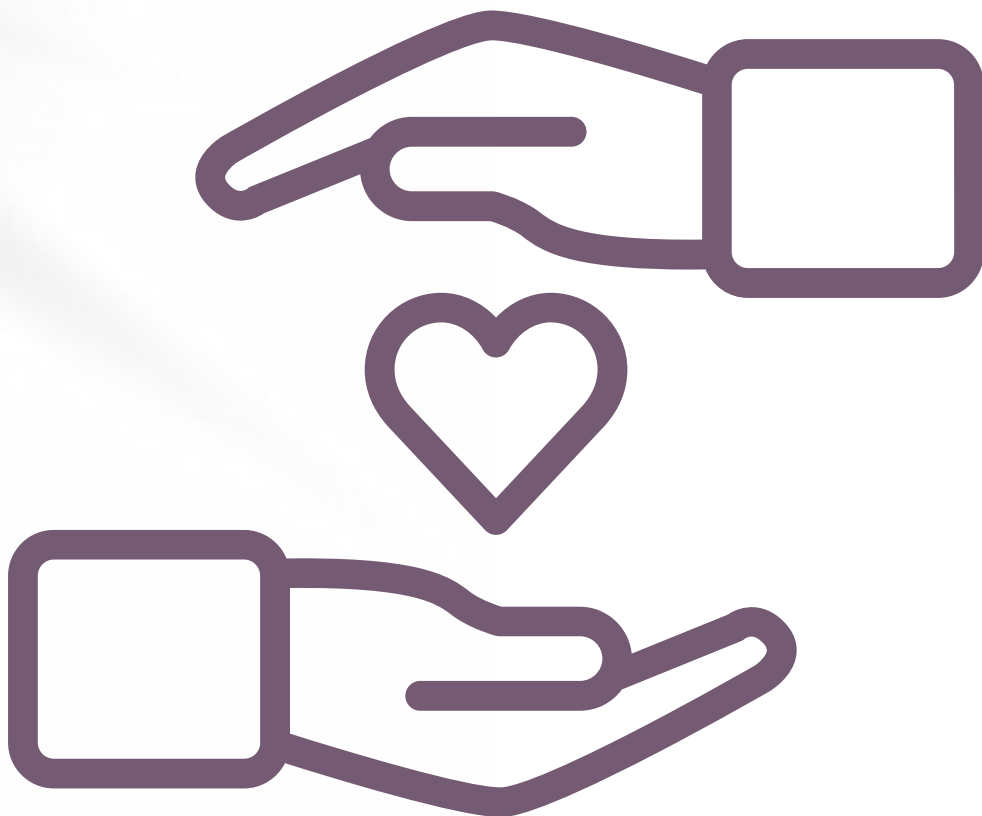




**Wellbeing
first**

**At Simfoni,
wellbeing is a
shared priority that
extends far beyond
policies.**

**It is part of our
everyday culture.**



This includes access to mental health resources through regional benefit programs, confidential support channels, coaching and training on resilience tools designed for real-life challenges.

Our flexible working model, quarterly Shutdown Weekends, and asynchronous communication culture enable employees to find balance in their work and personal lives.

Most importantly, we continuously listen and respond. Insights from our frequent Engagement Surveys and confidential feedback channels directly shape our people approach.

This ensures that we address emerging needs and create an environment where everyone feels supported and safe to speak up.



Anytime Anywhere



**Simfoni's
AnytimeAnywhere
policy is the cornerstone
of our flexible working
culture, designed to
empower employees
with autonomy and trust.**

The policy gives team members the freedom to work from any location and define their own working hours, supported by unlimited vacation and non-linear schedules. Success is measured not by when or where you work, but by the impact you create.

We believe flexibility enhances wellbeing, productivity, and creativity - allowing each person to do their best work in the way that works best for them.

Employees are encouraged to align with their teams and leaders to find rhythms that balance personal wellbeing with professional outcomes.

We review the AnytimeAnywhere policy regularly to ensure it remains fit for purpose and true to its intent as the business grows and adapts.





**Simfoni is a
#GreatPlaceToWork for
many reasons. The work
is always challenging and
rewarding, which I find
refreshing.**

I love all the creative things we do – from #AnytimeAnywhere to four-day company shutdowns. Who knew you needed a four day company shutdown? Now I can't live without them!

I have a few mantra's that I live by –
*always do what we say and back it up by
always doing what we said we would.* I
love the way we incorporate the customer
in everything that we do from a product
roadmap perspective. This ensures that
the software will work in their reality,
which is super important!

I have many favorite memories from
my three years at Simfoni. Perhaps
the greatest memories are Alan
dancing around in his Spiderman
costume after losing the bet with
Chirag in 2022 or Chirag scaring
people when he walked in wearing
the Cookie Monster suit after he lost
the bet against Alan in 2023!



The work we do at Simfoni is incredibly important. Doing procurement is hard and we help customers get their jobs done more easily – whether running a sourcing event, buying something through the marketplace, finding savings leakage in analytics or buying something through the Buy Desk - and generating a significant ROI using our solutions.



I think the most important thing that contributed to our success is reacting quickly to customer requests. #Pace If you think about it, we have configured or built many of our solutions with our customers and we could have never done that without smart team members quickly understanding customer requests and creating solutions that really work for them.

Let's make the next 10 years even better!

RON EMMA

President Procurement Solutions



We have been working with Ron and the EC Sourcing team for decades now and have been through a lot together. Since EC Sourcing Group merged with Simfoni three years ago we learned about the marketplace solution that has super charged our GPO business and set us on a path that we couldn't have imagined.



Working with Ron and Sreeram has been tremendous and together we have several happy customers implemented and look forward to several more in years to come.

Randy Briesath
CEO, Supply Tigers &
Seismic Group

We value our partnership and see it taking us both to great heights. Thanks for everything these last twenty-four years and to continued success!



Huge congratulations to Simfoni on achieving your 10th birthday! I recall when Simfoni first told me about the tail spend management and how this could help us and it did. The natural extension to this after meeting the team was, why are you only managing my tail spend?

David Stockton
CEO, Dulsco Group

If I outsource my procurement team, and you build out the most effective team with your skill sets, manage all of it? The rest - as they say - is history! Thanks for your contribution to our goals, especially as we navigated the pandemic and Expo2020 for which your dedication and support was invaluable

I joined Visa after we initially started working with Simfoni. Visa brought Simfoni onboard to tap into their advanced AI and Machine Learning for spend classification, and Simfoni's fresh approach and flexibility really set them apart.



Mark Elsner

Senior Director Global
Sourcing Center of
Excellence,
Visa

Simfoni even got SOC2 certified to meet Visa's tough standards. Fast forward five years, we're still going strong together, which says a lot about support you have provided.

Big congratulations to Simfoni on hitting the 10-year mark—here's to many more!



Jack Greene
Senior Director
Procurement,
AutoNation, Inc.

We have been working with Andrew, Ron, and the EC Sourcing team for 8 1/2 years now and have created a tremendous amount of mutual benefit along the way. We did things a little bit backwards out of necessity – we went with sourcing first to generate savings, which allowed us to validate the expense of the tool, along with approval to subscribe to a spend analytics function as our second major platform.

Later on, with the Simfoni merger we moved to their Spend Analytics after four years with our previous solution. It has been quite the journey!

Since Day 1 we have promised a self-funding model, and we have delivered! What was once an order-taking group has morphed into a strategic sourcing team with over \$700 million of spend under management. Along the way we partnered together to drive innovation in the various Simfoni solutions. Ron and Andrew have been joined at the hip with us since Day 1. You could not ask for better business partners and friends invested in our mutual success. I look forward to many more wins with them by our side!

Sustainable Sustainability



**Simfoni approaches
sustainability with the same
integrity and innovation that
shape our business practices**

On the social front,
our remote-first culture
is rooted in opportunities
to connect meaningfully while making
#Responsible travel choices.

We prioritize environmental
responsibility by minimizing
energy use in our tech
infrastructure, supporting
reforestation through Baran
Project donations, and
designing platforms that reduce
travel and encourage resource
efficiency.

Before



After

Governance-wise, our platforms help clients
source more ethically and cut unnecessary
consumption -backed by a Board that not only
champions these efforts but contributes
personally to our WeCare initiatives.

**Sustainability at Simfoni is more
than policy - it's embedded in
how we think, operate, and lead.**



I will never forget the first words Chirag ever said to me: “Oh my god, what are you doing in that picture?!”



I had just dialled into my interview call, camera off, and my Zoom profile picture was from a recent muddy obstacle endurance race. I knew from that moment, we were in for a fantastic conversation (and indeed it was!)

My personal mantra has always been: *Say what you mean and mean what you say*. I believe what truly sets Simfoni apart is the leadership team's willingness to lean into tough conversations with empathy and curiosity, and their wholehearted commitment to our People strategy.



This isn't just talk - our leaders genuinely care about creating a culture where people thrive. Their unwavering support has been the backbone of each of our People-first initiatives and, I believe, is a key of our success over the past 10 years.



What brings me the most joy is getting to meet our teams in person across the globe. Every visit is a reminder of how special our people are. There's nothing like the energy, laughter, and connection that comes from being together - those are the moments that stay with me.



The work we do matters deeply because it's about more than procurement or analytics - it's about impact.



Every dollar a business spends is a reflection of its values, and Simfoni helps bring those values to life. We are not just building smart solutions; we are building better ways of working and being.

I am immensely proud of our journey so far! Thinking about the road ahead, there are endless possibilities. The best is yet to come!



CHRISNA VERGOTTINI-MASON

Chief People Officer



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2022 Gold Stevie® Award
Presented to
Simdori
for
Employer of the Year - Computer Software
Up to 250 Employees
Sponsored by IBBoh



simfoni CREDO



Our purpose is to help our customers operate in harmony with their supply chains through effective and responsible practices.

Typically, 50% of an organization's contribution derives from their supply chain and this is where we contribute:



Our first priority is to our **employees**. They dedicate years of their lives in the pursuit of our purpose. We owe it to them to offer a **great place to work**, one that is **enjoyable, tolerant**, and represents their best career value add option. In turn, our staff are **responsible**, and we don't need policies to control them.

We find the **win-win** with our suppliers and as a result we benefit from advantageous terms.



Finally, may the world recognize us as the **excellent company** that we continuously strive to be.

Our second priority is to our **customers**, without whom we don't have a business. They should be able to **trust** that we will act **responsibly** in all that we do.



We must operate **efficiently** with our shareholders' capital, continually **innovate** at **pace**, and be **agile** to changing circumstances in order to deliver long term value to shareholders.

Lastly... **ALWAYS**
BE
CELEBRATING

