

SWORD

UPGRADE YOUR BUSINESS

Sword**ActiveRisk**



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**It's time for
Active Risk Manager**

Successful Organizations have
World-Class Risk Management

It's time for Active Risk Manager

Increased Business Complexity Means Increased Risk Exposure

In today's global organizations, the potential cost of economic instability, business interruptions, regulatory and compliance changes, and project failure are at the forefront of every executive's mind. Success is determined by how organizations manage their operational and strategic risk.

The most successful organizations have world-class risk management capabilities. If your organization is like most, your current risk management process has probably evolved over time, representing a consolidation of many disparate processes and instinctive, experiential efforts supported by spreadsheets and home-grown technologies. For many, risk management is dominated by inconsistent manual processes, out-dated reports and unreliable data.

Whether your risk management strategy is based on instinct, experience or a formal methodology, the real question is this:

Is your organization's risk management strategy mature enough to meet your business needs?

Today's project-focused organizations are more complex than ever before. As business complexity increases, so does your exposure to risk. An effective Enterprise Risk Management (ERM) solution helps to transform your organization and empowers you to tackle your risk potential head-on - proactively identifying, understanding and managing your risk for sustainable, long-term growth. Active Risk™ delivers the first and only solution that addresses risk management needs at all levels of the business, from individual projects up to the enterprise level.

Project Risk Management	Program Risk Management	Portfolio Risk Management	Enterprise Risk Management
<ul style="list-style-type: none">• Typical of project driven organizations that deliver projects on a contract basis• Applies to subcontractors working for a prime contractor	<ul style="list-style-type: none">• Multiple related projects that roll-up to an overarching project• Typically large and long duration	<ul style="list-style-type: none">• Typically a high number of projects for a single organization having consistent quality or performance objectives (e.g. IT or facilities)• Typically used to describe the complete collection of projects and programs	<ul style="list-style-type: none">• Describes the use of risk management across all functional areas in an organization• Intended to provide executive management with full visibility of all types of risks across the organization

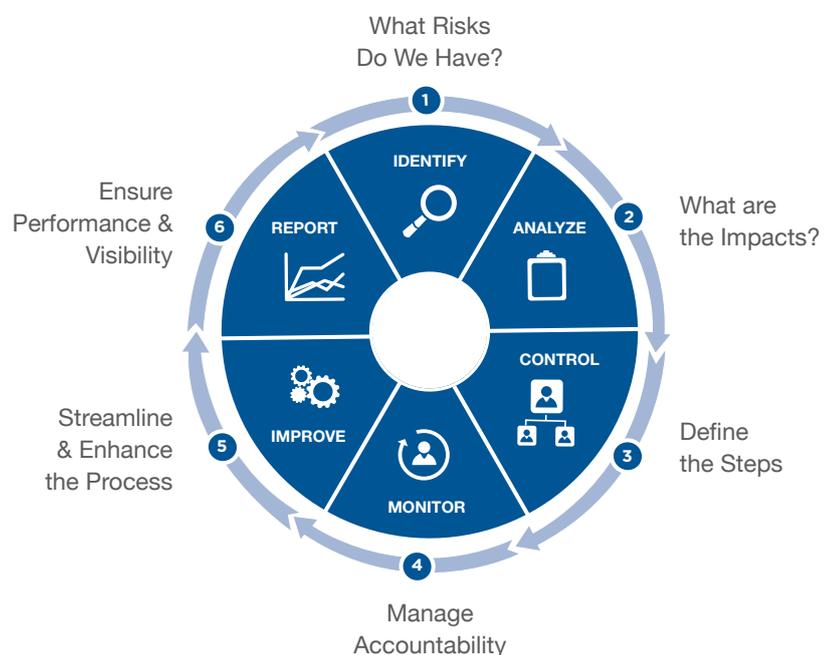
“As project complexity increases, only 30 percent [of projects] are being delivered on budget, and only 15 percent are on time.”

Accenture, Developing Strategies for the Effective Delivery of Capital Projects, June 2012

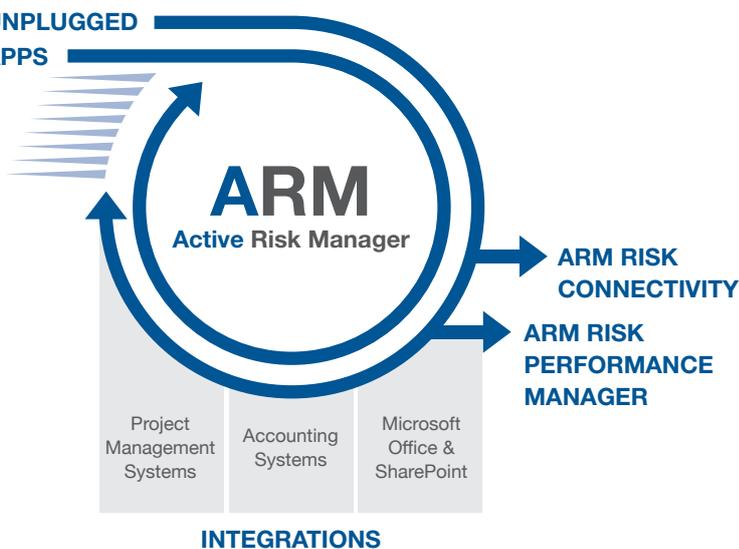
ARM Makes Risk Management Simple, Valuable and Personal

Active Risk Manager™ (ARM) is the world’s leading Enterprise Risk Management (ERM) software package. ARM is recognized by independent analysts as having “the most extensive range of ERM capabilities currently available”. Unlike traditional, compliance-focused “GRC” solutions, ARM delivers far more value and capability to its users. With its robust and unique integrated approach, ARM is the only ERM solution that addresses the risk management needs of all parts of the business – from an individual department to the organization as a whole. From managing project and program risk to strategic business planning, ARM helps organizations identify, analyze, control, monitor, mitigate and report on risk across the enterprise.

The Risk Management process.



ARM UNPLUGGED ARM APPS



Unlike stand-alone, spreadsheet-based risk management solutions, ARM provides a simple, secure, centralized, web-based system that meets the risk management needs of an individual department and the organization as a whole. Because ARM was built to be simple and easy to use, it accelerates the adoption of consistent risk management processes across operations and projects. ARM drives value by providing a complete and integrated ERM system that ensures greater visibility of critical risks, reduces surprises and provides a complete audit trail across the enterprise.

ARM continues to be the leading risk management solution through its core functionality and a range of innovative modules.

“Companies in the top 20% of risk maturity generated three times the level of EBITDA as those in the bottom 20%.”

Ernst & Young, Turning Risk into Results, March 2012

ARM provides top-down, bottom-up and cross-organizational views of risks, issues and opportunities. ARM delivers a holistic view of risk across the enterprise, supporting both the operational needs of the business and the increasing board-level demand to perform risk-adjusted strategic planning and performance management.



ARM Risk Performance Manager gives you complete visibility of all risks.

Crossrail is managing Europe’s largest infrastructure project — building a new railway beneath Central London. Effective Enterprise Risk Management is critical to its success.

“[Crossrail] realized that we needed a consistent approach to managing risk across the program. A key part of getting that consistent approach was to implement a common risk management system. We went through a competitive procurement process and we selected ARM. We have now implemented ARM within our own organization and mandated its use across our supply chain to our major tier one contracting organizations... ARM has been able to drive consistency across this enormous program.”

Rob Halstead, Head of Risk Management, Crossrail Limited

With ARM, Crossrail gained a portfolio-wide risk visibility, ensuring that all the various project management teams understand their risks, and can take steps to mitigate them.



Every business is different, so ARM is designed to be flexible and configurable. Whether your organization supports risk management standards defined by the PMBOK, ISO 31000, COSO, FERMA or Solvency II, you'll find ARM to be easily configured to support your unique requirements. With unmatched flexibility, ARM delivers the industry's best value by shortening the cycle time of many risk management processes. ARM makes risk management personal by distributing risk management responsibility across your enterprise. This increases personal engagement from everyone in your organization, leading to more accurate and timely risk reporting, and more successful risk mitigation.

Whether your goal is on-time, on-budget project delivery, enterprise-wide visibility, compliance or competitive advantage — ARM is the trusted choice of best-in-class organizations.

The screenshot displays the 'Active Risk Manager' application. The main window features a menu bar (File, Edit, New, View, Link, Analysis, Reports, Tools, Help) and a toolbar with various icons. Below the menu bar, there are three dropdown menus: 'None', 'Risk, Issue...', and 'No Filter'. The main content area is divided into two panes. The left pane, titled 'Activity', shows a hierarchical tree view of organizational units including Allied Holdings Inc., Shared Services, Civil Aerospace, Government / Defense, Energy, Downstream Ops, Operations, Common, HSE, Manufacturing, Sales & Marketing, Warehousing/Distribution, Upstream Ops, Refinery Upgrade, A Engineering, B Procurement, C Construction, Infrastructure, Transportation, Water, and Knowledge Base. The right pane, titled 'Risks, Issues... Grid', displays a table of risk items. The table has columns for ID, Title, Owner, Status, Score, and S/D. The scores are color-coded: High (red), Medium (orange), and Low (yellow).

ID	Title	Owner	Status	Score	S/D
7223	Highly flammable conditions could lead to major explosion or uncontrollable fire	Mary Tramel	Active	High:24	
7224	Poor management controls for potential environmental consequences	Mary Tramel	Active	High:22	
7225	Last minute design approvals could cause significant expense and delays	Mary Tramel	Active	Medium:17	
7226	Idle equipment and labor	Mary Tramel	Active	Medium:16	
7227	Planning approvals are delayed beyond project expectations	Mary Tramel	Active	Medium:13	
7228	Accidents or injuries to public and/or public property	Mary Tramel	Active	Medium:13	
7229	Schedule delays create surplus inventory on site and reduce working capital	Mary Tramel	Active	Medium:10	
7230	Unethical or illegal conduct by a key local subcontractor	Mary Tramel	Active	Low:9	
7231	Public pressure to reduce noise, congestion and/or dust	Mary Tramel	Active	Low:9	
7232	Poor working conditions decrease availability of skilled labor	Mary Tramel	Active	Low:4	

Page 1 of 1 (10 items)

ARM's Risk Register centralizes and simplifies top-down, bottom-up and cross organizational risks, issues, incidents and opportunities. Its functionality lets you record, score, assess and mitigate risks at all levels in your business via a single, secure and auditable system.

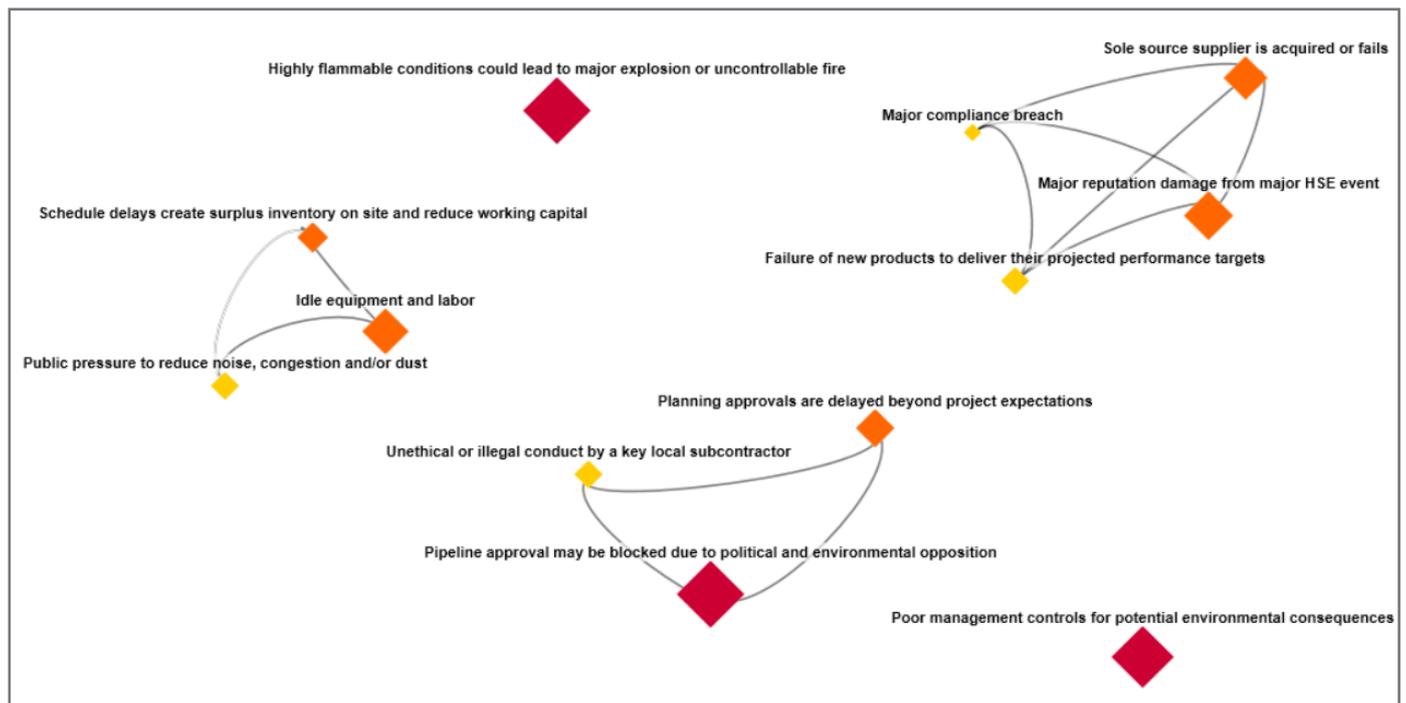
Active Risk Manager Offers a Complete ERM Solution with Modules that Add Value and Increase the Effectiveness of Your Organization

ARM Risk Performance Manager™ (RPM™)

Provides the easiest way for organizations to create risk-related reports, including automatically generated tables, matrices, charts and dashboards, without the need for specialized IT developer or report writing skills. ARM RPM includes access to proven report templates and valuable educational resources. It connects you to an online community of risk professionals to access shared experiences and exchange report templates with other organizations. ARM RPM is one of the best ways to demonstrate a return on investment from your ERM initiative.

ARM Risk Connectivity™

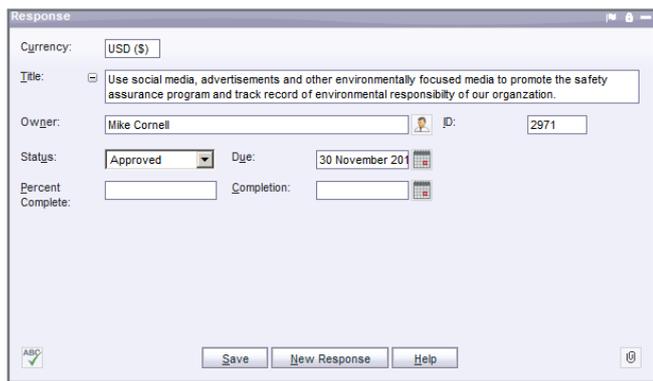
Helps you identify the critical risks that have a cascading impact on your business. ARM Risk Connectivity visualizes complex risk and opportunity information in a simple and easy to understand way. It creates a visual map and uncovers the interconnections between risks. It quickly identifies the most significant risk centers and where to introduce “fire breaks” that minimize the effect of risk cascades that can stem from a seemingly minor risk occurrence.



ARM Risk Connectivity exposes risks clusters and the strength of the connections so that you can develop a shared treatment plan to cost-effectively reduce the overall risk level.

ARM Apps™

Enable you to access simple web applications via your browser and mobile devices. The growing range of ARM Apps provides easy access to specific elements of the risk and compliance process that are needed by different job roles in the business and supplier base. ARM Apps provide a simple to use, cost-effective way to involve more people in the risk process, so that the organization has the most complete picture of risks and opportunities across the business.



The screenshot shows a web application window titled "Response". It contains several input fields and controls: "Currency" set to "USD (\$)"; "Title" with a text area containing "Use social media, advertisements and other environmentally focused media to promote the safety assurance program and track record of environmental responsibility of our organization."; "Owner" set to "Mike Cornell" with a user icon and ID "2971"; "Status" set to "Approved" with a dropdown arrow; "Due" date set to "30 November 2011"; "Percent Complete" and "Completion" fields with calendar icons; and a "Save" button. There are also "New Response" and "Help" buttons at the bottom.

ARM Unplugged™

Provides a familiar spreadsheet-style method for capturing all types of risk and opportunity information. Through simple two-way synchronization with your corporate ARM risk system, ARM Unplugged ensures data integrity and delivers the complete view of risk exposure for management. ARM Unplugged is designed for use offline – at a meeting, on the road or when you are running a workshop at a remote location. Its ease-of-use will help drive adoption of a common risk process that removes the risk silos keeping risk information fragmented.

The ARM Response App makes it easy for individuals to provide updates on the status of projects and create a comprehensive view of risks for management.

Active Risk Manager is the Award-Winning Enterprise Risk Management Software that delivers the comprehensive features you need to be successful

For the

Executive

- Automated alerts and dashboards provide greater certainty of business objectives such as earnings and cash flow volatility.
- Direct and indirect loss management functionality enhances profit margins through the targeted reduction of losses.
- Advanced risk scoring and analysis display in risk heatmaps that help prioritize risk mitigation activities at a project, program, department or enterprise level.

For the

Risk Professional

- Centralized risk registers eliminate disparate spreadsheets and other silos of risk information.
- Control libraries, templates and testing provide assurance that current risk management processes and controls are effective.
- Centralized codes and classifications drive consistency and process adoption.

For the

Project Professional

- Qualitative and quantitative risk assessments capture both instinctual and objective risk.
- Provision management helps to control the early drawdown of contingency funds on projects and programs leading to on-budget delivery.
- Role-based views and apps accelerate process adoption by simplifying data entry and viewing of risk information.

Active Risk Manager includes a powerful web-based API that integrates with:

- ERP Systems including including Oracle, SAP and Infor
- Project Management Systems including Microsoft Project, Oracle Primavera and Deltek Open Plan
- Document Management Systems including Microsoft SharePoint
- Popular Requirements Management Systems

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About Sword Active Risk

Sword Active Risk makes Risk Management simple, valuable and personal by providing the world's first Enterprise Risk Management software that drives business performance by enhancing visibility, accountability and confidence. With Sword Active Risk, you have a truly comprehensive view of your organization's risk and opportunities, enabling you to make better informed decisions and leverage risk to create a competitive advantage.

Customers include such distinguished companies as: London Underground, Crossrail, Lockheed Martin, EADS, US Department of Homeland Security, UK MOD, Saudi Aramco, Rio Tinto, Bechtel and Skanska.

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