

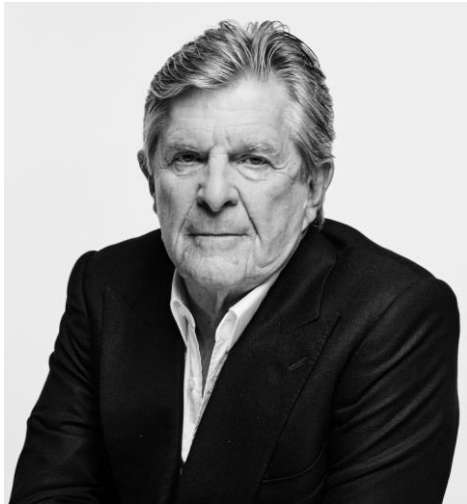
2020 full-year results

ANALYST PRESENTATION

February 25th, 2021

econocom

Today's speakers



**JEAN-LOUIS
BOUCHARD**

Chairman & CEO



**Angel
BENGUIGUI**

Managing Director



**Laurent
ROUDIL**

Managing Director



**Eric
BAZILE**

CFO

OUR AGENDA

01

**The Group
today**

02

2020 results

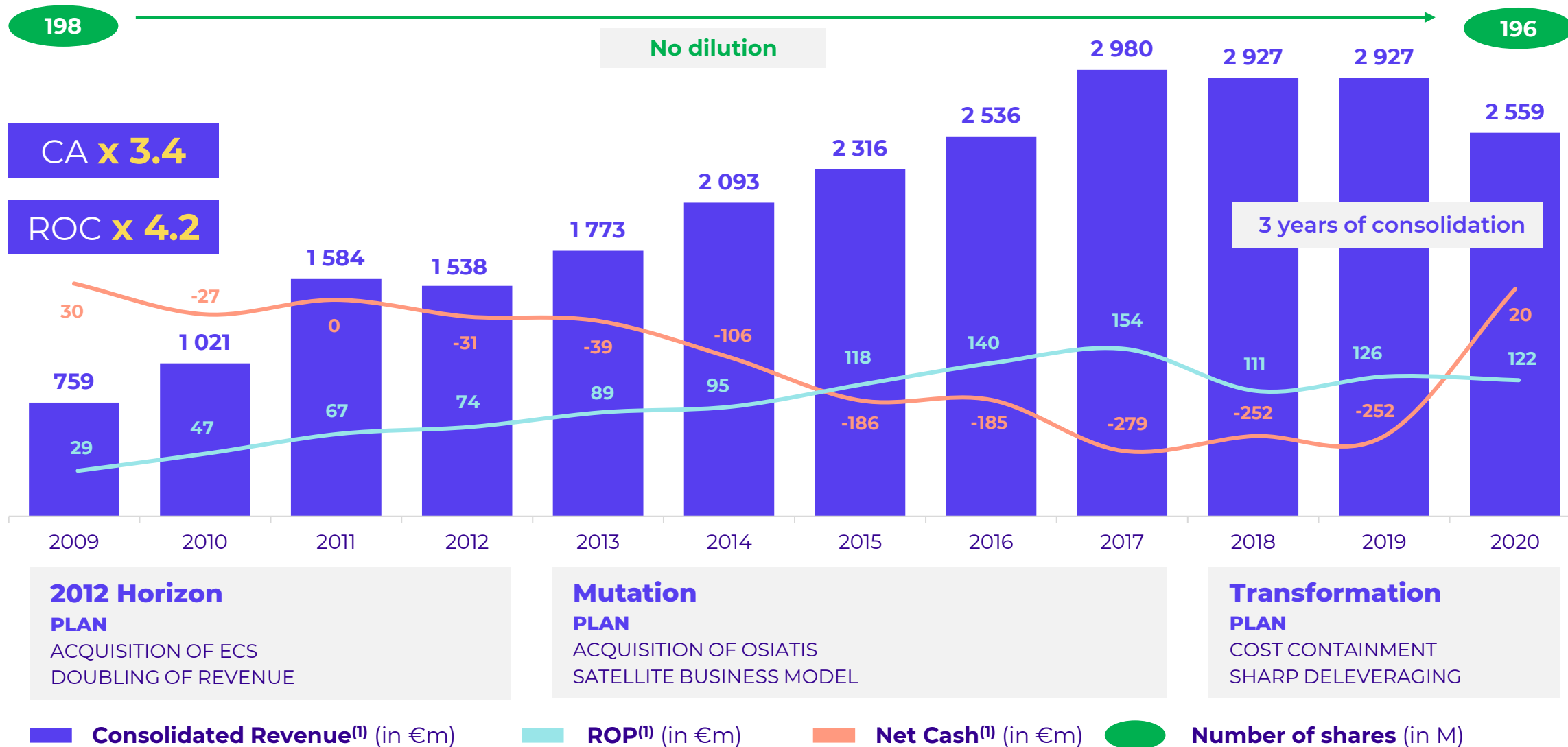
03

2021 outlook

01

The Group today

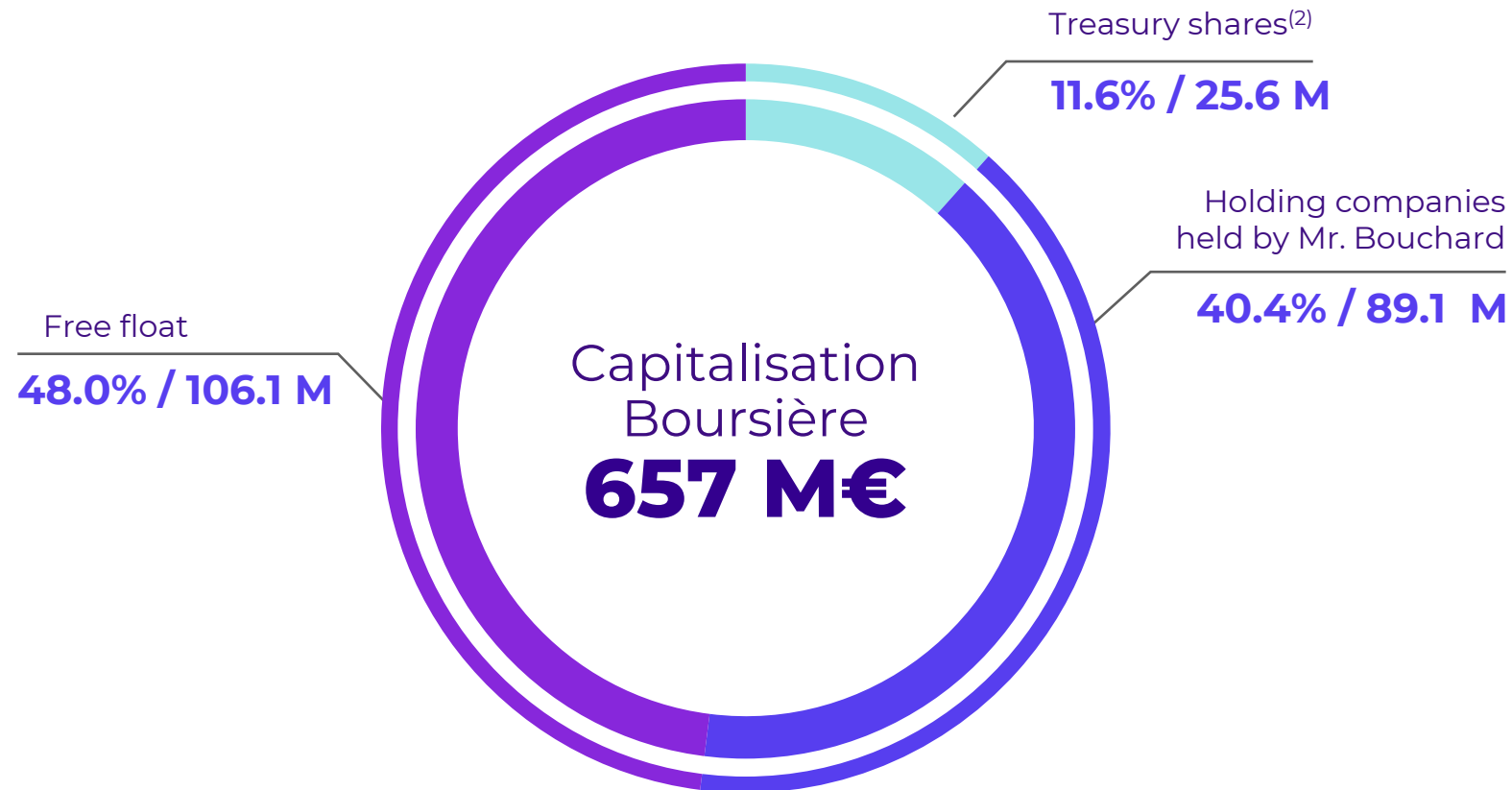
A decade of strong growth



(1) Published data

Stock Exchange

Equity table ⁽¹⁾ – % of ownership and number of shares



(1) As of 23 February 2021

(2) Of which 5.6% in direct ownership and 6.0% via BIS BV, subsidiary of Econocom Group

Number of shares:

- **220,880,430**

Share price as of February 23rd, 2021:

- **3.0€**

Listing place:

- **Euronext Brussels**
- **EBR: ECONB**
- **ISIN: BE0974313455**

Stock Indexes:

- **Bel Mid and Family Business**

Success of the 2018-20 transformation plan

articulated around **3 complementary pillars**

#1

Savings

« DRAKKAR » PLAN

Plan initiated in 2018 for the Services in France and launched at Group level in 2019

Target of € 97M structural cost savings achieved

#2

Refocus

Disposals

2019

- › Jade, Rayonnance

2020

- › Maintenance France
- › Digital Security

2021

- › Aragon
- › Helis (in progress)

Simplifications

BUSINESS INTERRUPTION

- › Non-core geographies for TMF: Mexico, Switzerland, Czech Republic, Romania, Ireland, Morocco
- › P&S Italy
- › 58

Rationalization of business portfolio

#3

Deleveraging

Significant reduction of Group's NFD

Back to positive cash position in 2020

02

**2020
results**

2020 key figures

Revenue

€2,559 M

-11.3% ⁽¹⁾
vs. 2019

**Activity
impacted by the
health crisis**

ROP⁽²⁾

€123 M

+2.2% ⁽¹⁾
vs. 2019

**Strong operational
resilience**

Operating FCF

€179 M

+189%
vs. 2019

Excess Cash⁽³⁾

-€20 M

-€272 M
vs. 2019

**A delevered
Group**

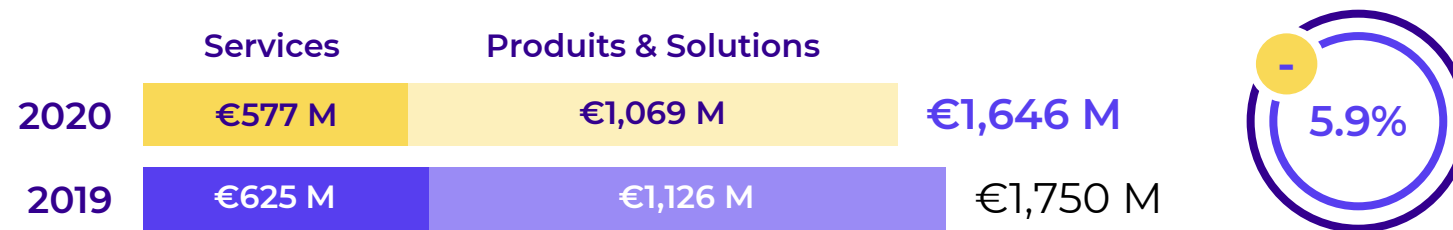
(1) On a like-for-like basis

(2) Before amortization of intangible assets from acquisitions

(3) Excluding impact of IFRS 16 on leases and rentals for which Econocom is a tenant

DSS: increased profitability overall and back to growth in Q4

Revenue⁽¹⁾



Recurring operating profit (ROP)⁽¹⁾⁽²⁾



Moderate decline⁽¹⁾ in 2020 revenue for Services (-7.6%) and Products & Solutions (-5.1%)

Back to growth⁽¹⁾ in Q4 2020 (+4.6%) with virtually stable revenue for Services (-1.6%) and a marked rebound for Products & Solutions (+8.3%)

Overall increase in DSS profitability

- Services : **6.4%** vs. 4.8% in 2019
- Products & Solutions : **4.5%** vs. 4.2% in 2019

(1) On a like-for-like basis

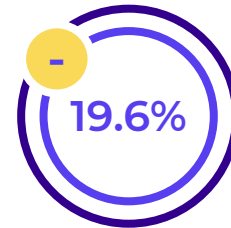
(2) Before amortization of intangible assets from acquisitions

TMF: impacted by Covid-19

Revenue⁽¹⁾



Recurring operating profit (ROP)⁽¹⁾⁽²⁾



TMF revenue down 19.6%
year-on-year

Reduction in the volume of
self-funded operations

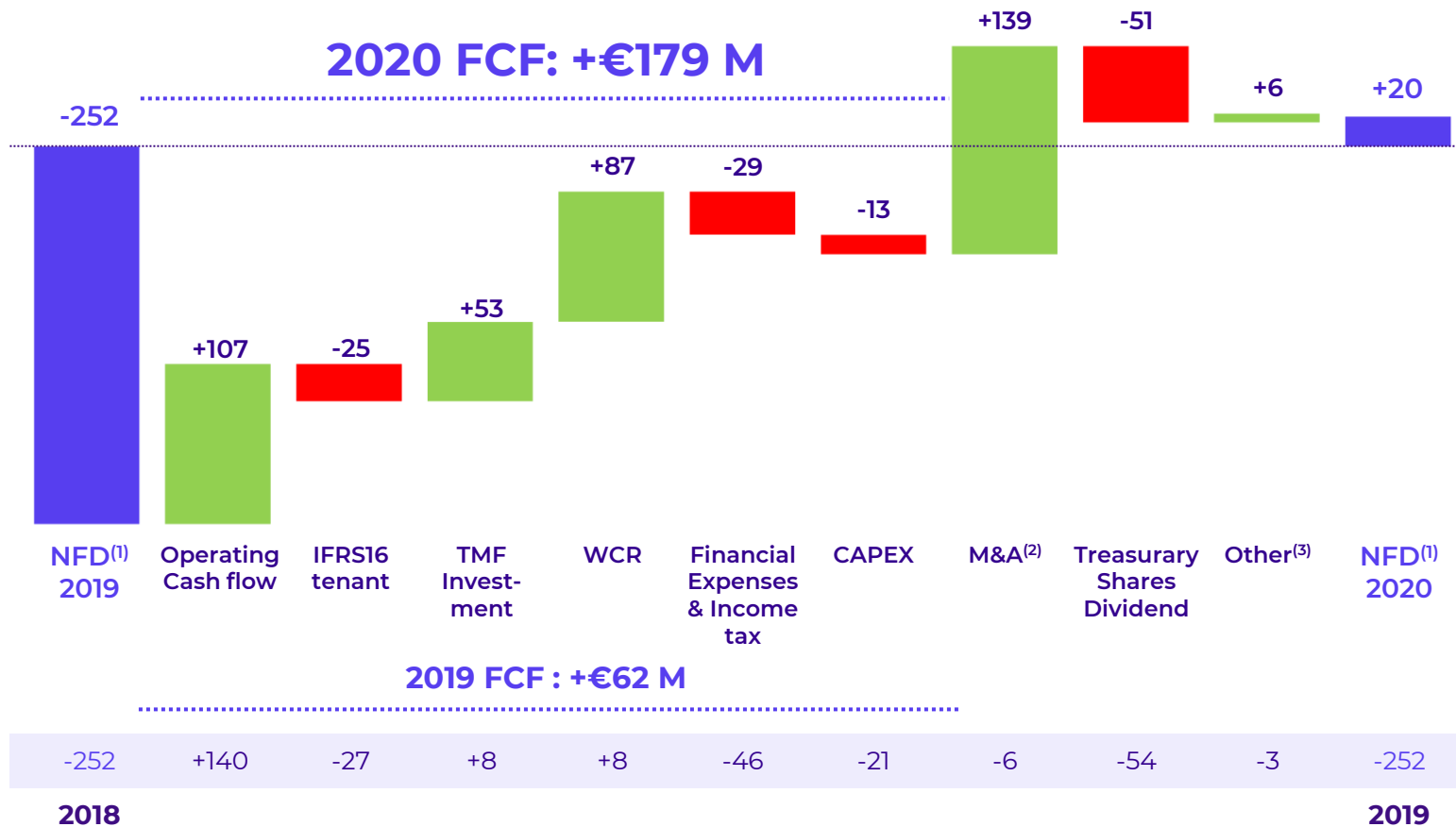
Moderate decrease
of **€7 M** in ROP

Improvement of TMF
operating margin 4.1%
vs. 3.9% in 2019

(1) On a like-for-like basis

(2) Before amortization of intangible assets from acquisitions

€180 M of FCF generated in 2020



High increase in FCF generation vs. 2019

- › €107 M of operating cash flow
- › €87 M of WCR improvement

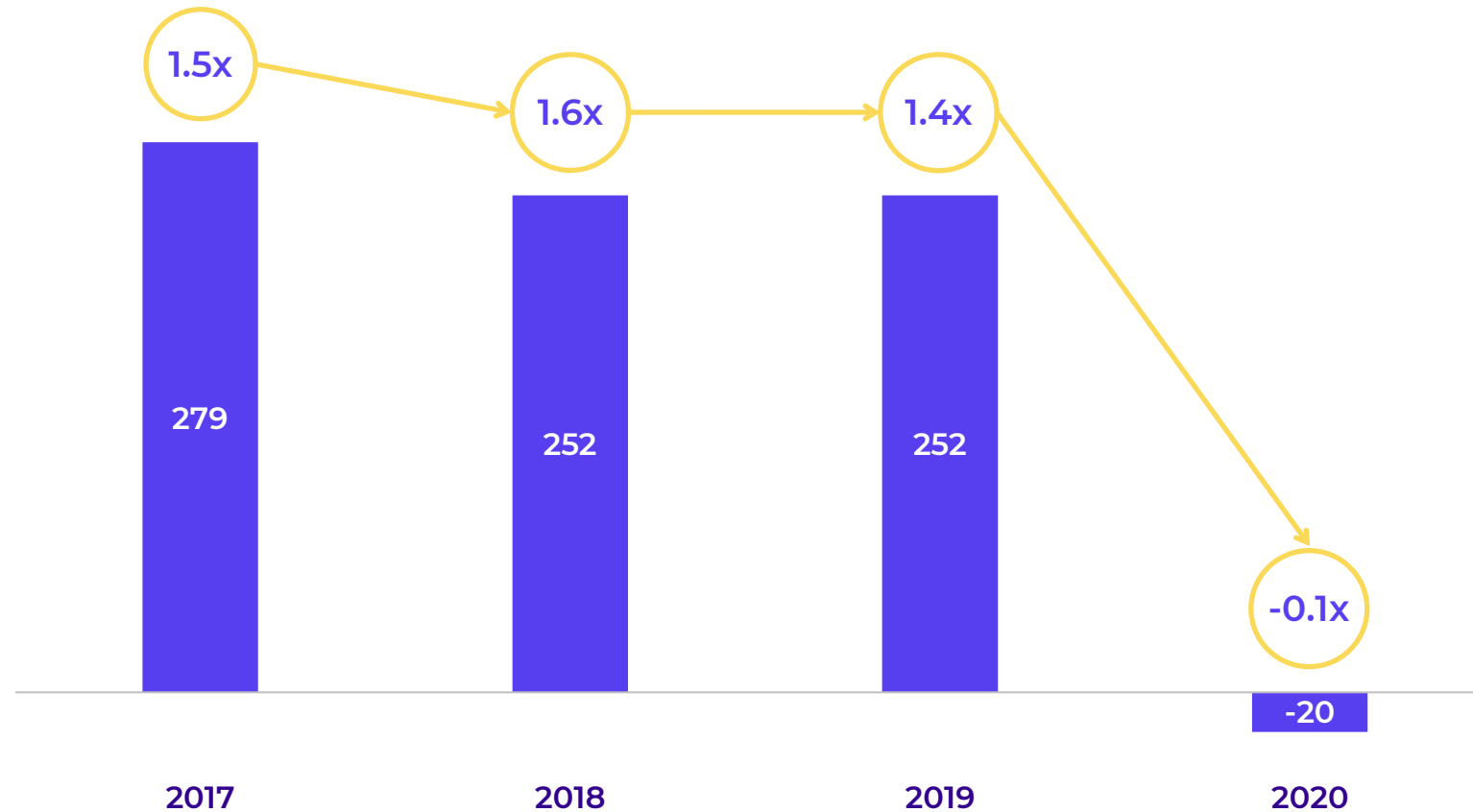
€139 M of net proceeds from disposals

€51 M of funds returned to shareholders of which €25 M€ in dividends and €26 M€ in purchases of treasury shares

(1) NFD: Net Financial Debt excluding impact of IFRS 16 on leases and rentals for which Econocom is a tenant
 (2) Includes cash proceeds from asset disposals, cash from the Abeilles and disbursements on minority stakes
 (3) "Others" includes cash impact of IFRS 5

More than €270 M in deleveraging

Net Financial Debt (NFD)⁽¹⁾ and NFD/EBITDA Ratio



Decrease in NFD of €272 M vs. 2019

High contribution of operating FCF (€179 M) and non-core asset disposals (€125 M)

Strong decrease in NFD/EBITDA ratio at -0.1x considering 2020 EBITDA at €156 M

(1) NFD: Net Financial Debt excluding impact of IFRS 16 on leases and rentals for which Econocom is a tenant

03

**2021
outlook**

Promising trends for all Econocom businesses

#1

Accelerating digitalization
& smart working

P&S

Services

TMF

#2

Public plans and rebound
in corporate investment

P&S

Services

TMF

#3

Focus on the environment
and circular economy

P&S

TMF

2021 Objectives



**Back to
organic
growth**



**Resume
external
growth**



**Continued
focus on cost
monitoring**

Q&A



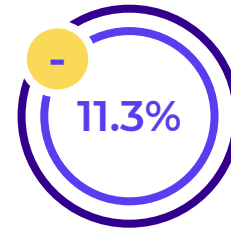
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Appendices



Increased profitability despite Covid-19 impact

Revenue⁽¹⁾



Recurring operating profit (ROP) ⁽¹⁾⁽²⁾



2020 revenue impacted by the pandemic

ROP up⁽¹⁾ €3 M vs. 2019

Increase in Group operating profitability from 4.2% to 4.8%

Acceleration of cost savings plan factoring deteriorated economic outlook

(1) On a like-for-like basis

(2) Before amortization of intangible assets from acquisitions

Increase in Net profit

(In €M)	2020	2019
Revenue	2,558	2,914
Recurring operating profit⁽¹⁾	122.5	127.6
Recurring operating profit	120.4	125.6
Non-recurring operating incomes and expenses	-36.2	-24.5
Operating profit	84.1	101,2
Financial result	-16.2	-18.6
Profit before tax	67.9	82.6
Income tax	-18.5	-22.6
Net profit from continued operations	49.4	60.0
Result from discontinued operations	0.8	-11.4
Net profit	50.2	48.6
Indicators on a like-for—like basis	2020	2019
Revenue	2 558	2 886
Recurring operating profit⁽¹⁾	122.5	119.9

Increased in ROP on a like-for-like basis despite decline in revenue

Increase in non-recurring expenses following acceleration in cost program implementation and Covid-19 expenses

Net profit slightly up

(1) Before amortization of intangible assets from acquisitions

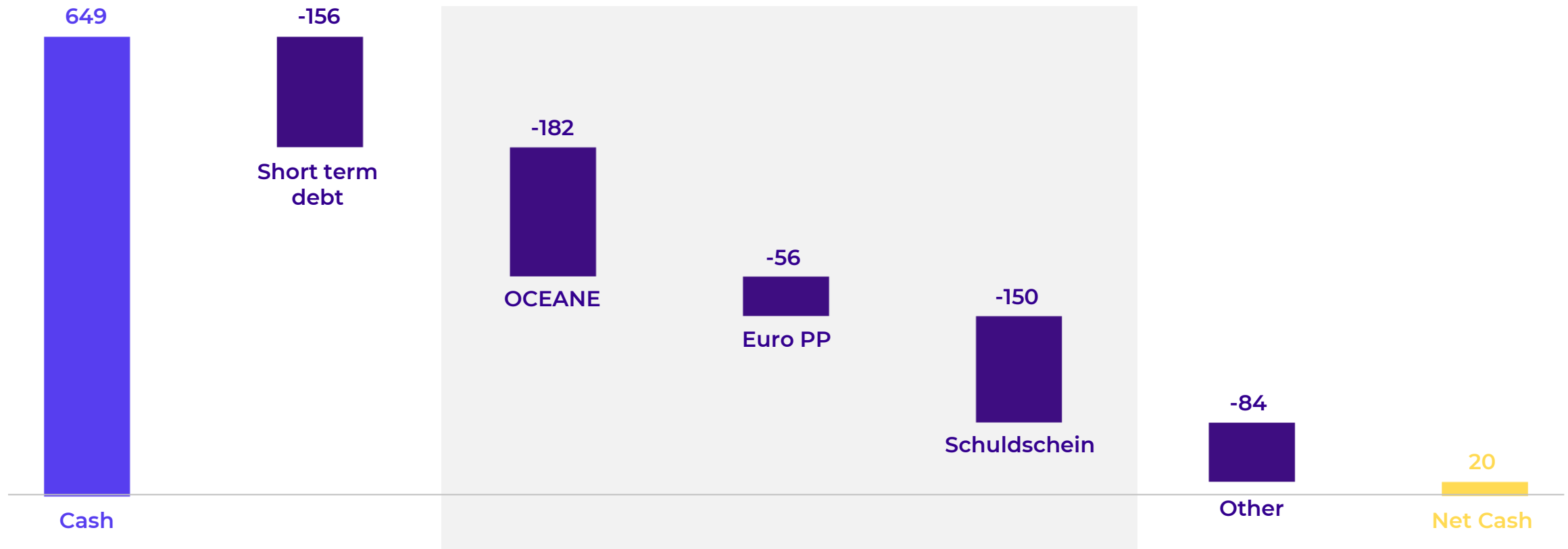
Simplified balance sheet

ASSETS (IN €M)	31/12/2020	31/12/2019
Goodwill	500	513
Other non-current assets	230	234
Assets related to leasing activities	361	404
Residual interest in leased assets	175	165
Net receivables from own booked TMF contracts	186	239
Other trade and other receivables	708	855
Other current assets	137	137
Assets held for sale	74	201
TOTAL	2,011	2,343

EQUITY & LIABILITIES (IN €M)	30/12/2020	31/12/2019 ⁽¹⁾
Equity	473	484
Net Financial Debt	-20	252
Commitments on residual value	104	102
Other non-current liabilities	155	131
Trade payables	992	981
Other current liabilities	277	311
Liabilities related to assets held for sale	30	83
TOTAL	2,011	2,343

Net Financial Debt overview⁽¹⁾

Net Financial Debt⁽¹⁾ - in €M



(1) NFD: Net Financial Debt excluding impact of IFRS 16 on leases and rentals for which Econocom is a tenant

P&S: at the center of evolving customer needs

A full service offering to support products



Partnerships with leading manufacturers & software vendors

Over 150,000 product references

2021 focus



Supportive trends

Global European demand
Need to manage complexity with associated services

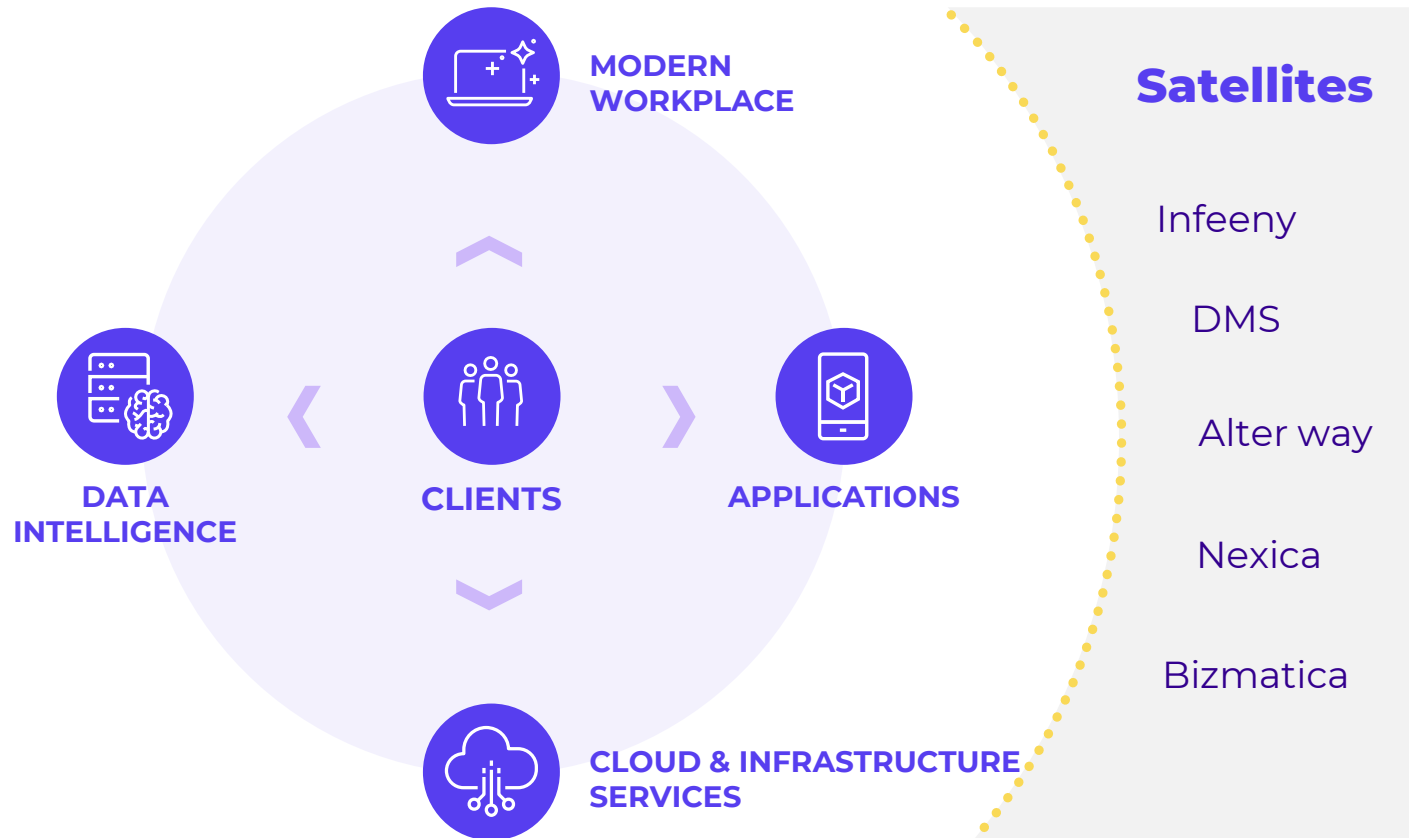


External growth

in Europe

Services: focus on higher value-added

Support end-to-end digital projects



2021 focus



Mutualize

the outsourcing model between France, Belgium and Spain



Growth

in « Move to Cloud » and Data Intelligence

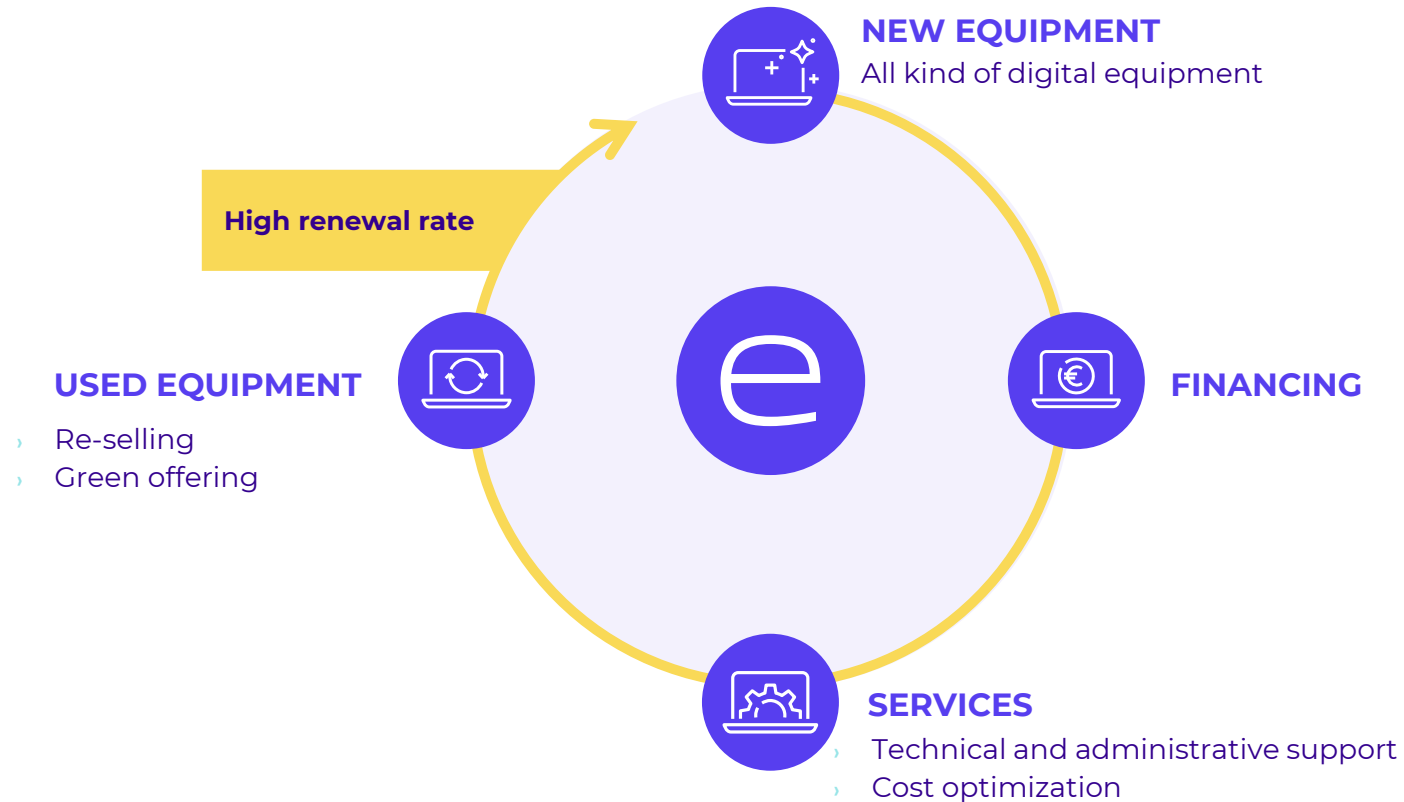


Synergies

with satellites to support end-to-end

TMF: back to growth

A business model at the heart of the circular economy



2021 focus



Recruit
new salespeople



Growth
throughout Europe



M&A
in Germany

Contacts

econocom



Contact

Investor and shareholder relations

etienne.jacquet@econocom.com

capvalue



**Contact
agency**

info@capvalue.fr

Thank you

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