



WAVESTONE

# One-to-one meeting

6 October, 2017

# AGENDA

**A** About Wavestone

**B** Financial results

**C** Outlook



In a world where permanent evolution is key to success,  
we enlighten and partner our clients in making their most critical business decisions



Tier one clients  
leaders in their industry



2,600 professionals  
across 4 continents



Among the leading independent  
consultancies in Europe,  
n°1 in France

Paris | London | New York | Hong Kong | Singapore\* | Dubai\* | São Paulo\*  
Luxembourg | Madrid\* | Milano\* | Brussels | Geneva | Casablanca | Istanbul\*  
Lyon | Marseille | Nantes

# A unique ability to combine in-depth industry expertise, business functions know-how and technology mastering

## BUSINESS FUNCTIONS

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Strategy

Innovation management  
& funding

Marketing, sales & customer  
experience

People & change

Finance & performance

Operations & supply chain

## INDUSTRIES

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Financial services

Telecom, media & entertainment

Consumer goods & retail

Manufacturing

Energies & utilities

Transportation & travel

Real estate

Public sector & international  
institutions

## TECHNOLOGY

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Digital & IS strategy

Digital & emerging technologies

IT & data architecture

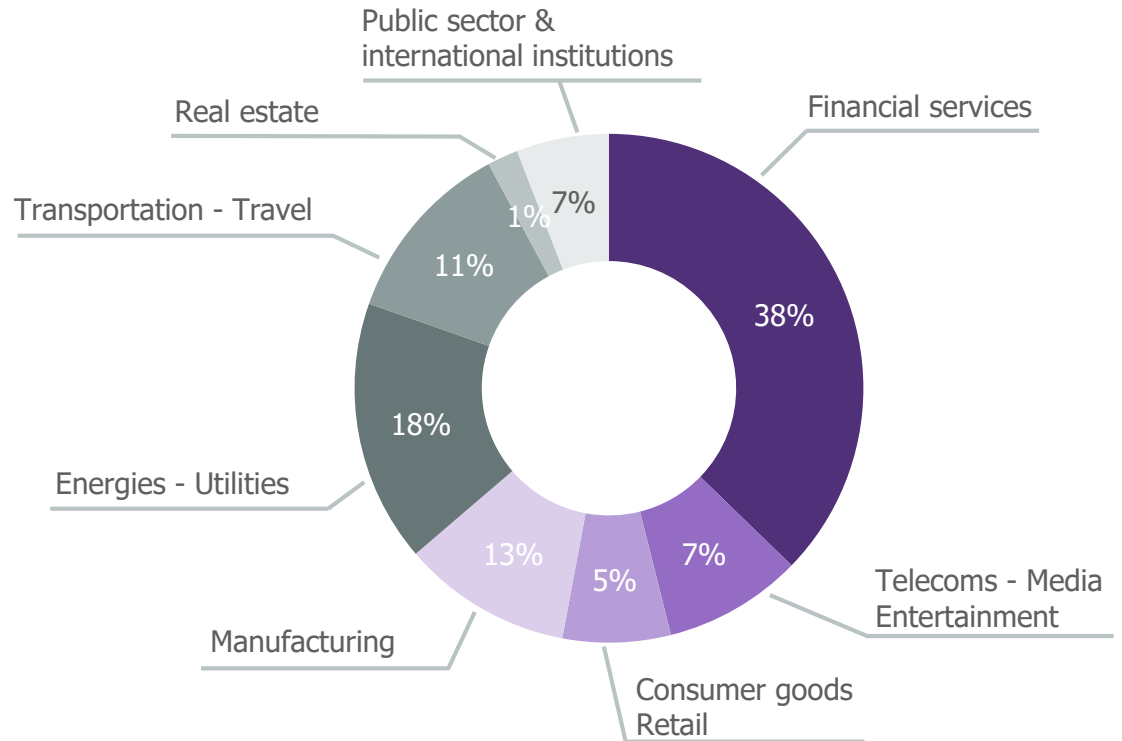
Cybersecurity & digital trust

# A portfolio of major client accounts, across various sectors

## TOP 20 clients in 2016/17

BNP PARIBAS	9%
EDF	7%
SOCIETE GENERALE	6%
SNCF	5%
CREDIT AGRICOLE	5%
TOTAL	4%
ENGIE	4%
LA POSTE	4%
ALSTOM	4%
BPCE	3%
BANQUE DE FRANCE	2%
FRANCAISE DES JEUX	1%
CARREFOUR	1%
AMF	1%
ORANGE	1%
AXA	1%
SANOFI AVENTIS	1%
RENAULT	1%
ALLIANZ	1%
MACIF	1%

## Breakdown of 2016/17 revenue by sector of activity



## 2016/17 revenue

FRANCE	89%
INTERNATIONAL	11%

# Wavestone is at the heart of digital transformation for key accounts



EDF – Digital transformation of the Commerce division and launch of the new SOWEE offer



Orange Bank – Creation of a mobile bank



SNCF – Rail traffic management modernization at a national scale



Attijariwafa Bank – Retail banking digitization

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## EBIT margin of 11.4%

Audited consolidated data <sup>(1)</sup> at 03/31 (€m)	2016/17	2015/16	% change	2015/16 <sup>(2)</sup> <i>pro forma</i>
<b>Revenue</b>	<b>338.7</b>	<b>233.0</b>	<b>+45%</b>	<b>326.2</b>
<b>Operating income on ordinary activities</b>	<b>38.7</b>	<b>29.8</b>	<b>+30%</b>	<b>34.5</b>
<i>EBIT margin</i>	<i>11.4%</i>	<i>12.8%</i>		<i>10.6%</i>
Amortization of customer-relationship intangible assets	(2.5)			
Other operating income and expenses	(0.6)	(6.7)		
<b>Operating income</b>	<b>35.6</b>	<b>23.1</b>	<b>+54%</b>	<b>24.1</b>
Cost of net financial debt	(2.1)	(0.7)		
Other financial income and expenses	(0.4)	(0.6)		
Income tax expenses	(13.1)	(8.4)		
<b>Group share of net income</b>	<b>20.1</b>	<b>13.4</b>	<b>+50%</b>	<b>12.6</b>
<i>Net margin</i>	<i>5.9%</i>	<i>5.7%</i>		<i>3.9%</i>

(1) Arthus Tech (consolidated since 07/01/15) and the European activities of Kurt Salmon, excluding its retail and consumer goods consulting activities (since 01/01/16).

(2) Pro-forma 2015/16 financial data based on 12-month consolidation of KS European activities as if the acquisition had taken place on 04/01/15.



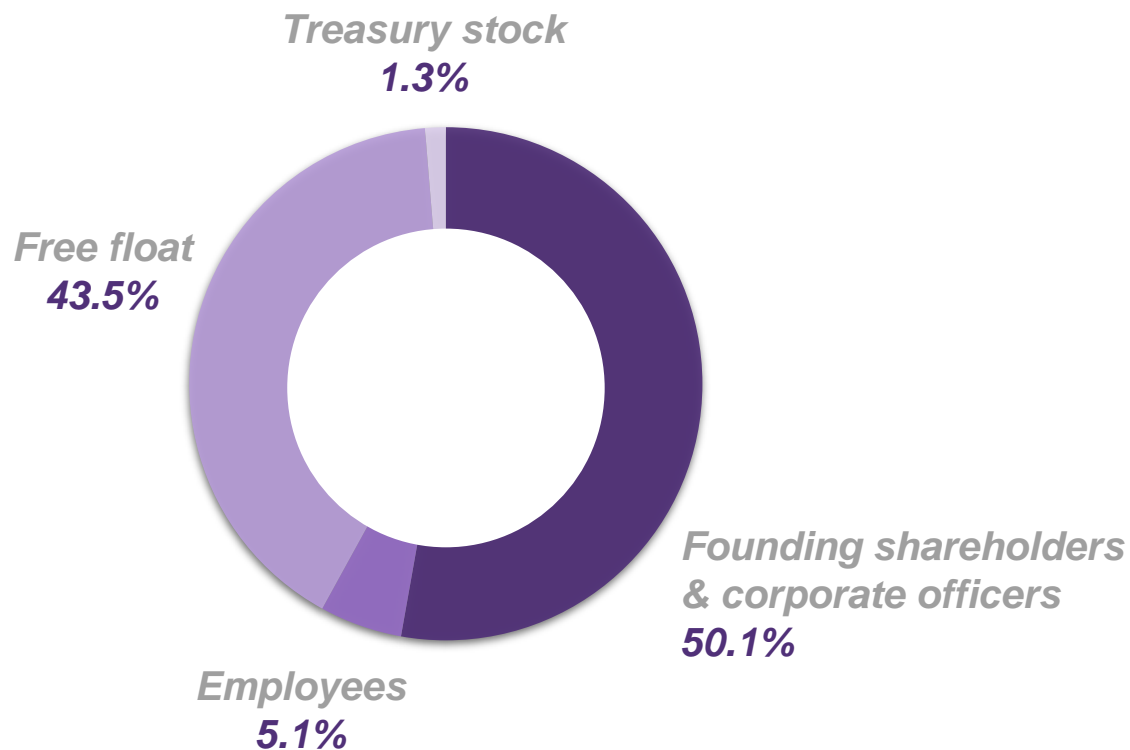
## Sound financial situation

Audited consolidated figures (€m)	2016/17 (03/31/2017)	2015/16 (03/31/2016)		2016/17 (03/31/2017)	2015/16 (03/31/2016)
<b>Non-current assets</b>	164.0	147.0	<b>Shareholders' equity</b>	104.1	85.0
o/w goodwill	119.8	130.4	o/w minority interests	0	0
<b>Current assets</b>	130.8	124.9	<b>Non-financial liabilities</b>	134.2	128.2
o/w trade receivables	111.2	101.0	<b>Financial liabilities</b>	95.2	98.6
<b>Cash and cash equivalents</b>	38.7	39.8	o/w less than 1 year	9.4	5.3
<b>TOTAL ASSETS</b>	<b>333.5</b>	<b>311.8</b>	<b>TOTAL LIABILITIES</b>	<b>333.5</b>	<b>311.8</b>

**Net debt: €56.5m**

*versus net debt of €58.8m at 03/31/2016*

# Breakdown of share capital at March 31<sup>st</sup>, 2017



- Number of shares  
**4,966,882**

- Potential dilution,  
net of treasury stock:  
**2.2%**

- Dividend paid out in July 2017  
**€0.61 per-share (+49%)**

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## Quarterly revenues: €85.4m, a 3% decrease

Revenues <i>unaudited consolidated data (€m)</i>	2017/18	2016/17	<i>Reported change</i>
<b>Q1</b>	<b>85.4</b>	<b>88.4</b>	<b>-3%</b>

/ 3% decrease on a constant-forex basis

/ Demanding basis of comparison effect

> Total growth of +19% on a like-for-like and constant forex basis

/ Unfavorable working day impact of -4%

## Q1 2017/18 operating indicators

- / A **76% utilization rate**, stable compared to the previous year
  - > improvement compared to Q4 2016/17
  - > caution warranted in the short term
  
- / **Increase continues** in average daily rate: **€848** compared to €845 last year
  - > confident in price progression for the 2017/18 fiscal year
  
- / **3.2 months order book** at end-June 2017

## Headcount: 2,609 employees on June 30, 2017

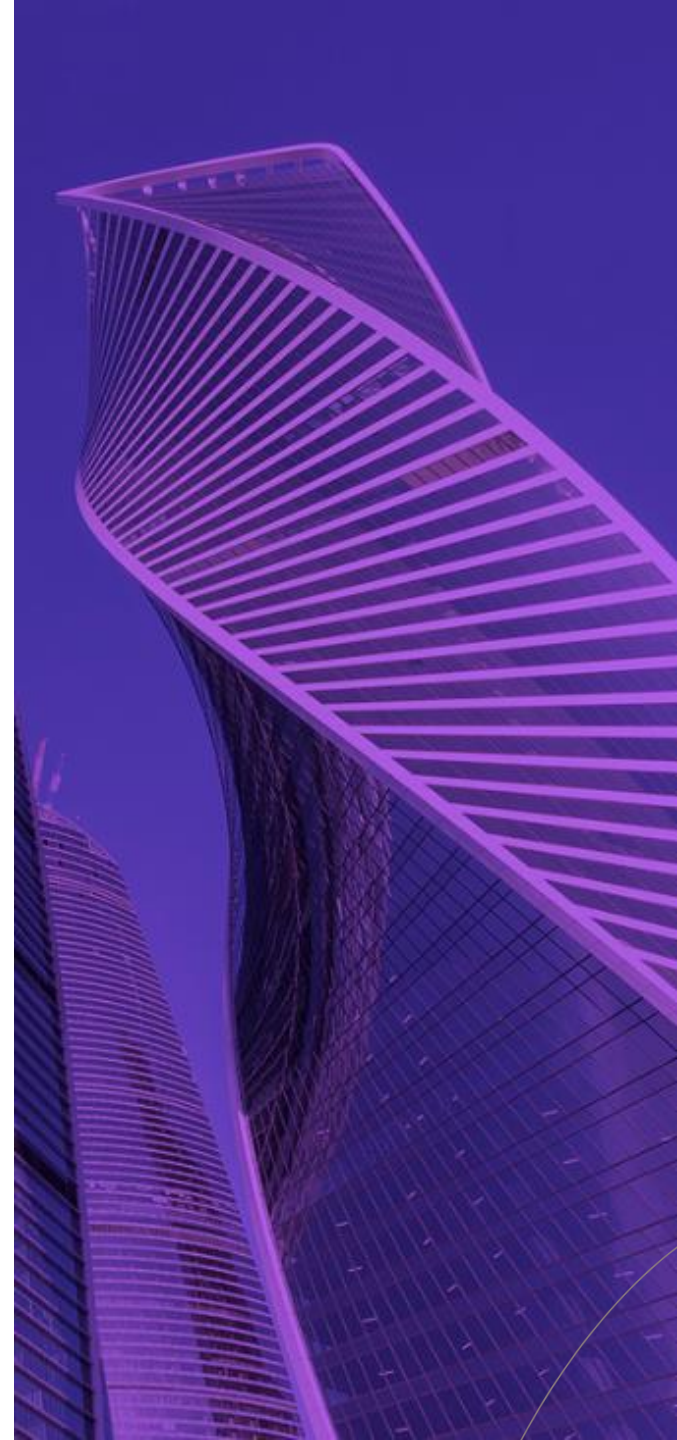
- / **Slight decrease** in total employees, in accordance with historic trends for this time of the year
  - > 2,609 employees compared to 2,628 on March 31, 2017
  
- / **Recruitment growth** remained **strong** in line with Group strategy
  
- / **The staff turnover rate stood at 17% year-on-year**, in line with consolidated turnover for Wavestone's scope over the full year 2016/17

# Our priority for H1 2017/18: finalizing the construction of Wavestone

Rolling the new Wavestone HR and ERP model

Rectifying key focus points identified at the end of the 2016/17 fiscal year

- > Persistently elevated turnover rate in certain teams
- > Insufficient operational performance of multiple practices



# Priorities for the fiscal year to come

**1**

**Pursue brand enhancement**

**2**

**Unlock the value of Wavestone**



**The bank of the future**

**New energy models  
and services**

**The automobile industry in the  
age of the autonomous car**

**State modernization**

**3**

**Resume our external growth strategy, notably abroad**





# Wavestone 2021: 4 challenges, 4 objectives

# 2021

WAVESTONE



Wavestone: a high-value consulting brand

**N°1** in  
transformation  
in France



Wavestone: a successful player

Revenues:  
**€500m**  
EBIT: **15%**



Wavestone: an international consultancy

**€100m**  
international  
revenues



Wavestone: a socially responsible company

Ranked  
among **top 3**  
in terms of CSR

# 2017/18 Objectives

	2016/17 reported	2017/18 objectives
Revenue	€338.7m	> €350m
EBIT margin	11.4%	> 10%

*excluding new external growth operations*

## Financial calendar : upcoming events

**October 11, 2017**

Shareholders'  
Club Meeting

**November 2, 2017**  
(after market close)

H1 2017/18  
revenues

**November 23-24,  
2017**

Actionaria forum

**December 5, 2017**

H1 2017/18  
results



PARIS

LONDON

NEW YORK

HONG KONG

SINGAPORE \*

DUBAI \*

SAO PAULO \*

LUXEMBOURG

MADRID \*

MILANO \*

BRUSSELS

GENEVA

CASABLANCA

ISTANBUL \*

LYON

MARSEILLE

NANTES

\* Partnerships

WAVESTONE

