



WAVESTONE

# One-to-one meeting

6 November, 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

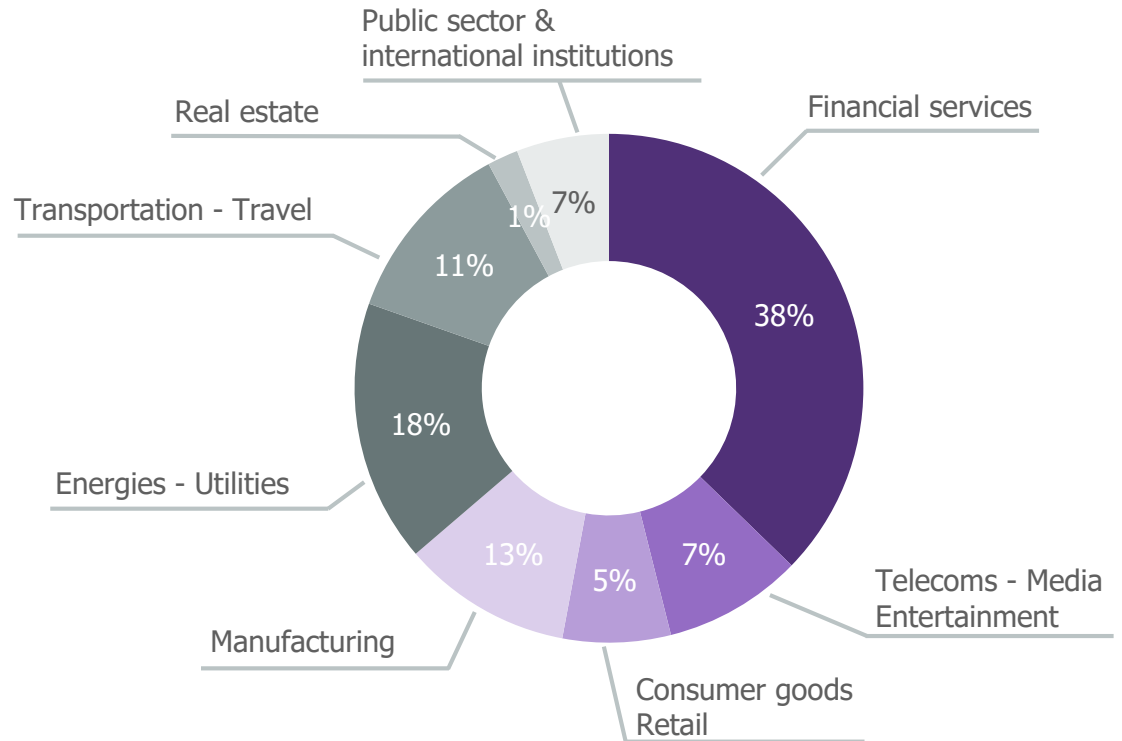
Cybersecurity & digital trust

# 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.



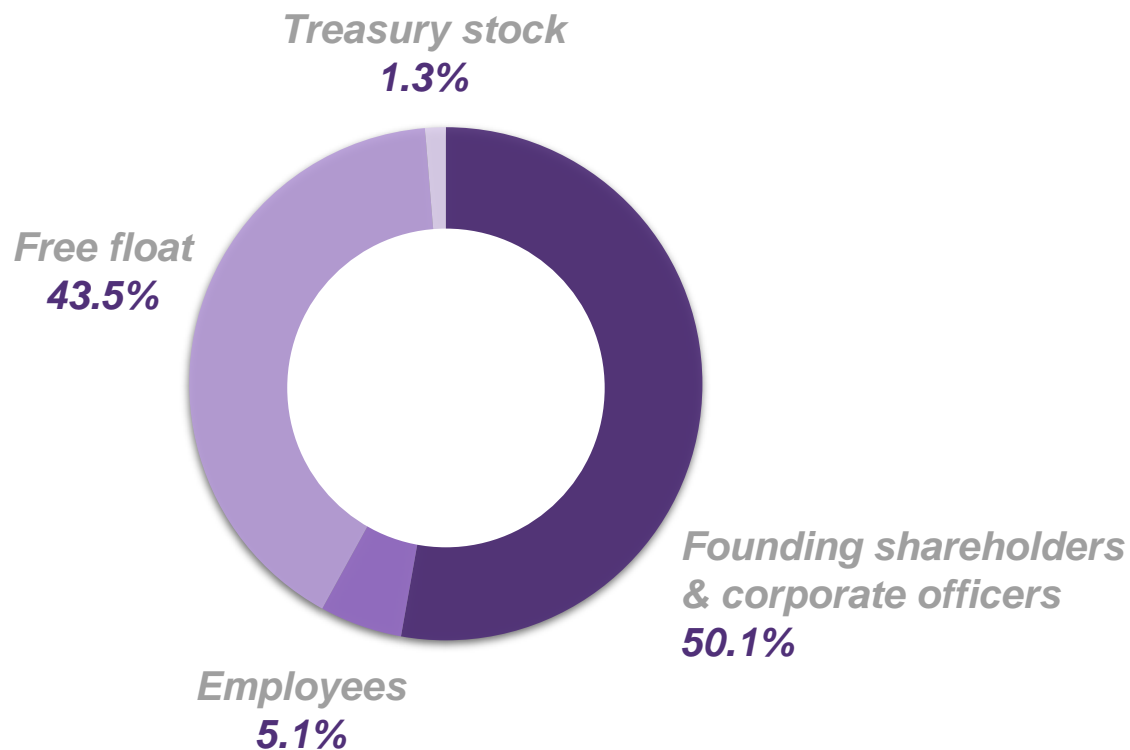
## Sound financial situation

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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## H1 revenue: €166.5m, a 3% growth

Revenue (€m) <i>(unaudited consolidated data)</i>	2017/18	2016/17	% change <sup>1</sup>
Q1	85.4	88.4	-3%
Q2	81.2	73.7	+10%
<b>H1</b>	<b>166.5</b>	<b>162.0</b>	<b>+3%</b>

/ 10% revenue growth in Q2 2017/18

/ Up 3% year-on-year in H1 2017/18

> unfavorable working day impact of -3% at consolidated level

<sup>1</sup> the scope of consolidation remained unchanged between the two periods.

# H1 2017/18 operating indicators

	Wavestone H1 2017/18 (6 months)	Wavestone Q1 2017/18 (3 months)	
Utilization rate	77%	76%	► Improvement on Q1 Progress gradually spreading across the firm
Average daily rate	€845	€848	► Temporary decline on Q1 level Positive trend for the full year
Order book	3.3 months	3.2 months	► 3.3 months at end-Sep 2017 vs. 3.2 at end-June

# Headcount: 2,647 employees at end-September 2017



**2,647 employees** at end-September 2017

> from 2,628 at end-March 2017



Despite a competitive job market, **recruitment drive remains strong** in line with the firm's business plan



**H1 staff turnover rate at 17% on an annual basis**, stable on Q1 2017/18

# 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





PARIS

LONDON

NEW YORK

HONG KONG

SINGAPORE \*

SAO PAULO \*

LUXEMBOURG

MADRID \*

MILANO \*

BRUSSELS

GENEVA

CASABLANCA

ISTANBUL \*

LYON

MARSEILLE

NANTES

\* Partnerships

WAVESTONE

