



WAVESTONE

Interim 2018/19 results

Conference call

December 6, 2018

Half-yearly growth in line with the roadmap despite a mixed second quarter

Revenue <i>€m - unaudited consolidated data</i>	2018/19	2017/18	Change	Change on a constant forex basis	Change at constant scope ¹ and on a constant forex basis
Q1	95.9	85.4	+12%	+13%	+9%
Q2	86.7	81.2	+7%	+7%	+4%
H1	182.6	166.5	+10%	+10%	+7%

¹ Xceed has been consolidated since April 1, 2018

- / An increase of +10%, compared with H1 2017/18, and organic growth of 7%
- / A slowdown in Q2

Decline in the consultant utilization rate in Q2; increase in sales prices

	H1 2018/19 (6 months)	2017/18 fiscal year (12 months)	
Consultant utilization rate	76%	77%	▶ Decline in Q2: a slowdown in activity over the summer; insufficient level of new projects in September
Average daily rate	€868	€848	▶ Sales prices up +2.4%, above the +1% to +2% targeted for 2018/19
Order book	3.3 months	3.7 months	▶ Reduction in visibility after the summer

Persistently high staff turnover; sustained rate of recruitment

/ Staff turnover remains a major concern

- > 21% on a full-year basis
- > compared with 16% for the previous fiscal year

/ Sustained level of recruitment in line with the annual hiring plan (600 hires)

- > despite an increasingly competitive labor market

/ 2,851 employees at September 30, 2018 (including Xceed)

- > compared with 2,825 at the end of June, and 2,793 at March 31, 2018

EBIT margin 10.9%, up by 1 percentage point

Consolidated data at 09/30 (€m), limited review	H1 2018/19	H1 2017/18	<i>Change</i>	Fiscal year 2017/18
Revenue	182.6	166.5	+10%	359.9
EBIT	19.9	16.4	+21%	50.6
<i>EBIT margin</i>	10.9%	9.9%		14.1%
Amortization of client relationships	(1.3)	(1.3)		(2.5)
Other income and expenses	(0.2)	0.0		(1.3)
Operating income	18.5	15.2	+22%	46.8
Cost of net financial debt	(0.8)	(1.0)		(1.9)
Other income and expenses	0.4	(0.6)		(1.0)
Income tax expenses	(7.4)	(5.6)		(17.3)
Group share of net income	10.6	8.0	+33%	26.6
<i>Net margin</i>	5.8%	4.8%		7.4%

Net debt in line with usual seasonal pattern

Consolidated data (€m)	09/30 2018	03/31 2018	Consolidated data (€m)	09/30 2018	31/03 2018
Non-current assets of which goodwill	167.7 130.9	157.1 118.9	Shareholders' equity of which minority interests	129.5 0.0	130.2 0.0
Current assets of which trade receivables	152.5 126.2	152.2 123.9	Non-financial liabilities	128.9	144.4
Cash and cash equivalents	31.0	52.1	Financial liabilities of which less than one year	92.8 20.6	86.7 16.7
TOTAL ASSETS	351.3	361.3	TOTAL LIABILITIES	351.3	361.3

Net debt: €61.7m

compared with €76.4m at September 30, 2017, and €34.6m at March 31, 2018

Acquisition of Metis Consulting, a supply chain specialist



Metis Consulting advises companies in the transformation of their **supply chain operations**

- > clients mostly from retail, e-commerce, and luxury sectors
- > 6 partners, who will continue to head up Metis



Ambition

- > make Wavestone a leader in supply chains
- > carve out a distinctive position in supply chain digitalization



Details of the operation

- > purchase price: **~€7.6m in enterprise value**
- > plus **€2.9m**, depending on performance over the next 18 months
- > consolidated on November 1, 2018

METIS CONSULTING
A WAVESTONE COMPANY

**Revenue: €8.7m at
03/31/2018**

**~40 employees
(Paris)**

Regular growth

EBITDA margin over 15%

Promising overall market conditions despite greater economic uncertainty

/ After a mixed picture in the final months of H1...



Slowdown over summer and in September

Less traction in financial services

/ ...a return of sales to the norm early at the start of Q3



Order intake on track in October and November

A greater economic uncertainty

Priorities in H2

1

Quality of execution

- / Further intensify HR-related actions
- / Improve operational performance, especially utilization rate

2

Maintain focus on key market transformations

- / The bank of the future
- / Energy transition
- / Autonomous vehicles and new forms of mobility
- / Public sector modernization

3

Continue to pursue external growth, especially outside of France



Confirmation of 2018/19 objectives

	Results 2017/18	Objectives 2018/19
Revenue	€359.9m	Growth >8%
EBIT margin	14.1%	>13%

*including Xceed
and excluding Metis Consulting*





WAVESTONE

Q&A session

Conference call

December 6, 2018

PARIS

LONDRES

NEW YORK

HONG KONG

SINGAPOUR*

SAO PAULO*

LUXEMBOURG

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ISTANBUL*

* Partenariat

WAVESTONE

Thank you for joining us on this conference call