



WAVESTONE

## 2018/19 annual results

Investors' meeting

May 29, 2019

# Presenters



**Pascal Imbert**

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CEO



**Patrick Hirigoyen**

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Director General



**Tiphany Bordier**

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CFO



**Anne Regnier**

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Commercial Director



In a world where the ability to drive transformation is the key to success, we inform and guide our clients in their most strategic decisions.



Clients who are leaders in their sectors



3,000 employees across 8 countries



A leading independent player in European consulting, and the number one in France.

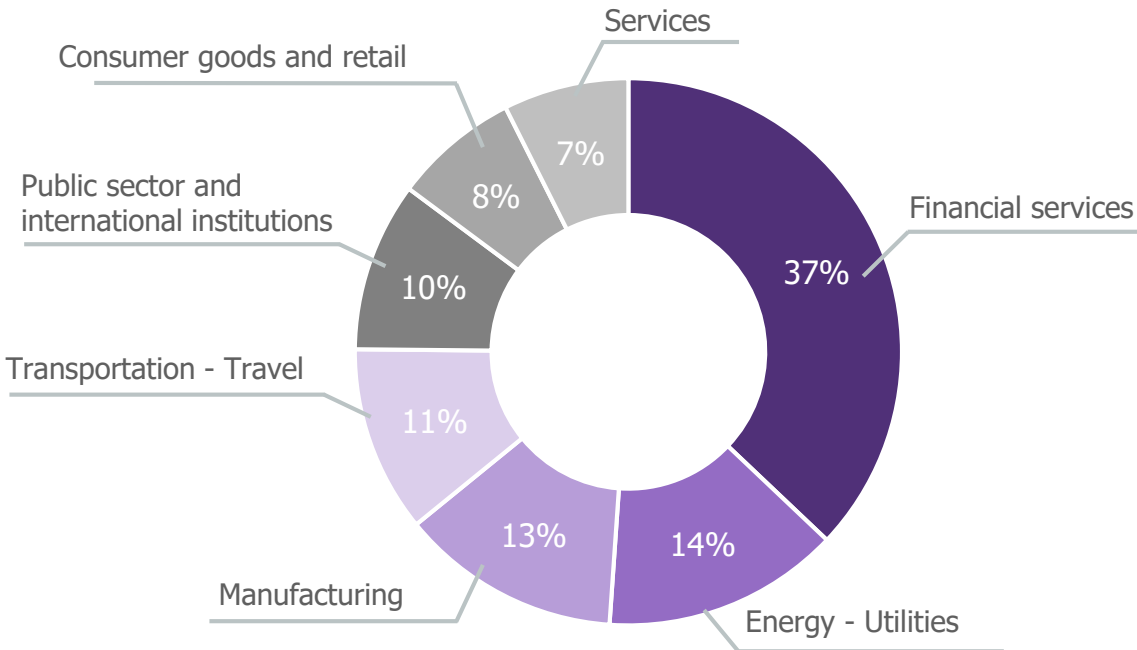
Paris | London | New York | Hong Kong | Luxembourg  
Geneva | Brussels | Casablanca | Lyon | Marseilles | Nantes



## Top-20 clients 2018/19

SOCIETE GENERALE	9%
BNP PARIBAS	7%
EDF	7%
SNCF	6%
LA POSTE	5%
CREDIT AGRICOLE	4%
TOTAL	4%
UGAP	3%
SANOFI	3%
BPCE	2%
ENGIE	2%
AXA	2%
SAINT GOBAIN	2%
PSA	1%
RENAULT	1%
L'ORÉAL	1%
AMF	1%
ALSTOM	1%
ALLIANZ	1%
CHANEL	1%

## Breakdown of revenue by sector 2018/19



## 2018/19 revenue

France	88%
International	12%

# Ordre du jour

- 01 Operations and highlights of the 2018/19 fiscal year
- 02 2018/19 annual results
- 03 Focus on challenges for the business
- 04 Outlook



**/ 01** Operations and highlights of the  
2018/19 fiscal year

# +9% annual growth in 2018/19; equivalent to +5% organic growth

Consolidated audited data at 03/31 (in €m)	2018/19	2017/18	Change <sup>1</sup>	Change at constant scope <sup>2</sup> and on a constant forex basis
<b>12-month revenue</b>	<b>391.5</b>	359.9	+8.8%	+5.0%

<sup>1</sup> identical at constant exchange rates

<sup>2</sup> Xceed has been consolidated since 04/01/2018, and Metis Consulting since 11/01/2018

/ Annual growth of +8.8%, in line with the revised target set at the end of January (>+8.5%)

# Consultant utilization rate under pressure; growth in sales prices

	2018/19 fiscal year (12 months)	2017/18 fiscal year (12 months)	
Consultant utilization rate	75%	77%	▶ A disappointing end to the year (74% in Q4, compared with 75% over the 12-month period)
Average daily rate (ADR)	€872	€848	▶ A progression of +2.8% in 2018/19; better than the firm's +1% to +2% target range for the fiscal year
Order book	3.6 months	3.7 months	



# Slowdown in staff turnover

## / Slowdown in staff turnover in H2 2018/19

- > 18% over the 12-month period (compared with 21% [on an annual equivalent basis] at the end of September)
- > the company is gradually converging toward its objective of 15%

## / Dynamic picture with regards to recruitment

- > about 800 gross hires over the year, compared with the target of at least 600 originally set

## / 3,094 employees at March 31, 2019 (including Xceed and Metis Consulting)

- > compared with 2,793 at March 31, 2018



**Great  
Place  
To  
Work®**

**Best Workplaces™**

FRANCE

**2019**

# Wavestone at the leading edge of digital transformation and innovation projects

## Digital transformation projects...



**Carrefour** – Supply Chain  
grocery e-commerce



**SNCF Réseau** - Rail infrastructure  
maintenance performance



**Global distributor of electrical equipment** – Transformation of e-commerce  
channel at European level

## ...and projects focused on innovation



**Enedis** - Recharging of electric vehicles  
and the domestic environment



**BPI France** - Artificial intelligence  
to improve the environment



**European Commission** - Data strategy  
for European companies



**/ 02**

**2018/19 annual results**

## A resilient EBIT margin of 14.1%

Consolidated audited data at 03/31 (in €m)	2018/19	2017/18	Change
<b>Revenue</b>	<b>391.5</b>	<b>359.9</b>	<b>+9%</b>
<b>EBIT</b>	<b>55.2</b>	<b>50.6</b>	<b>+9%</b>
<i>EBIT margin</i>	<i>14.1%</i>	<i>14.1%</i>	
Amortization of client relationships	(2.3)	(2.5)	
Other operating income and expenses	(0.5)	(1.3)	
<b>Operating income</b>	<b>52.4</b>	<b>46.8</b>	<b>+12%</b>
Cost of net financial debt	(1.7)	(1.9)	
Other income and expenses	(0.1)	(1.0)	
Income tax expenses	(19.9)	(17.3)	
<b>Group share of net income</b>	<b>31.0</b>	<b>26.6</b>	<b>+16%</b>
<i>Net margin</i>	<i>7.9%</i>	<i>7.4%</i>	

## Cash flow higher than the level of acquisitions

Consolidated audited data at 03/31 (in €m)	2018/19	2017/18 restated <sup>1</sup>	2017/18 published
<b>Gross cash flow margin</b>	<b>43.1</b>	<b>33.9</b>	<b>32.9</b>
Change in working capital requirements	(10.4)	(2.8)	(2.8)
<b>Net cash flow from operations</b>	<b>32.6</b>	<b>31.2</b>	<b>30.1</b>
<b>Net cash flow from investments</b>	<b>(23.4)</b>	<b>(4.1)</b>	<b>(3.0)</b>
Change in financial assets	(0.3)	0.0	1.1
of which changes in scope	(21.6)	(1.4)	(1.4)
<b>Net cash flow from financing operations</b>	<b>(11.1)</b>	<b>(13.3)</b>	<b>(13.3)</b>
of which dividends	(4.1)	(3.0)	(3.0)
of which share buybacks	(8.1)	0.0	-
of which loan repayments	(17.3)	(9.5)	(9.5)
of which loans received	19.6	0.7	0.7
<b>Change in cash and cash equivalents</b>	<b>(1.8)</b>	<b>13.8</b>	<b>13.8</b>

<sup>1</sup> Change in the presentation of its cash flow statement to better reflect the effects of buybacks of its own shares.

## A solid financial situation

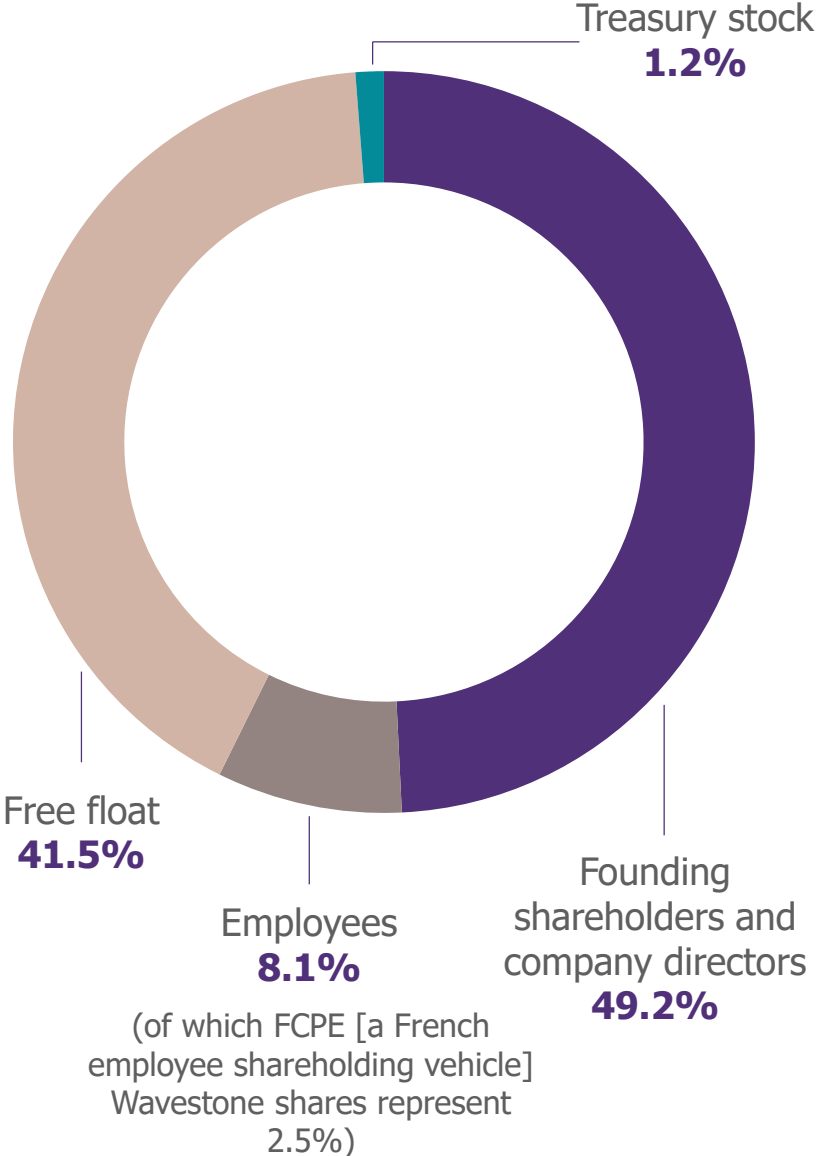
Consolidated audited data at 03/31 (in €m)	03/31 2019	03/31 2018
<b>Non-current assets</b>	177.4	157.1
of which goodwill	140.6	118.9
<b>Current assets</b>	156.1	152.2
of which trade receivables	130.4	123.9
<b>Cash and cash equivalents</b>	50.7	52.1
<b>TOTAL ASSETS</b>	<b>384.2</b>	<b>361.3</b>

Consolidated audited data at 03/31 (in €m)	03/31 2019	03/31 2018
<b>Shareholders' equity</b>	150.8	130.2
of which minority interests	0.0	0.0
<b>Non-financial liabilities</b>	144.0	144.4
<b>Financial liabilities</b>	89.4	86.7
of which less than one year	23.7	16.7
<b>TOTAL LIABILITIES</b>	<b>384.2</b>	<b>361.3</b>

**Net debt: €38.7m**

*compared with €34.6m at March 31, 2018*

# Breakdown of share capital at March 31, 2019

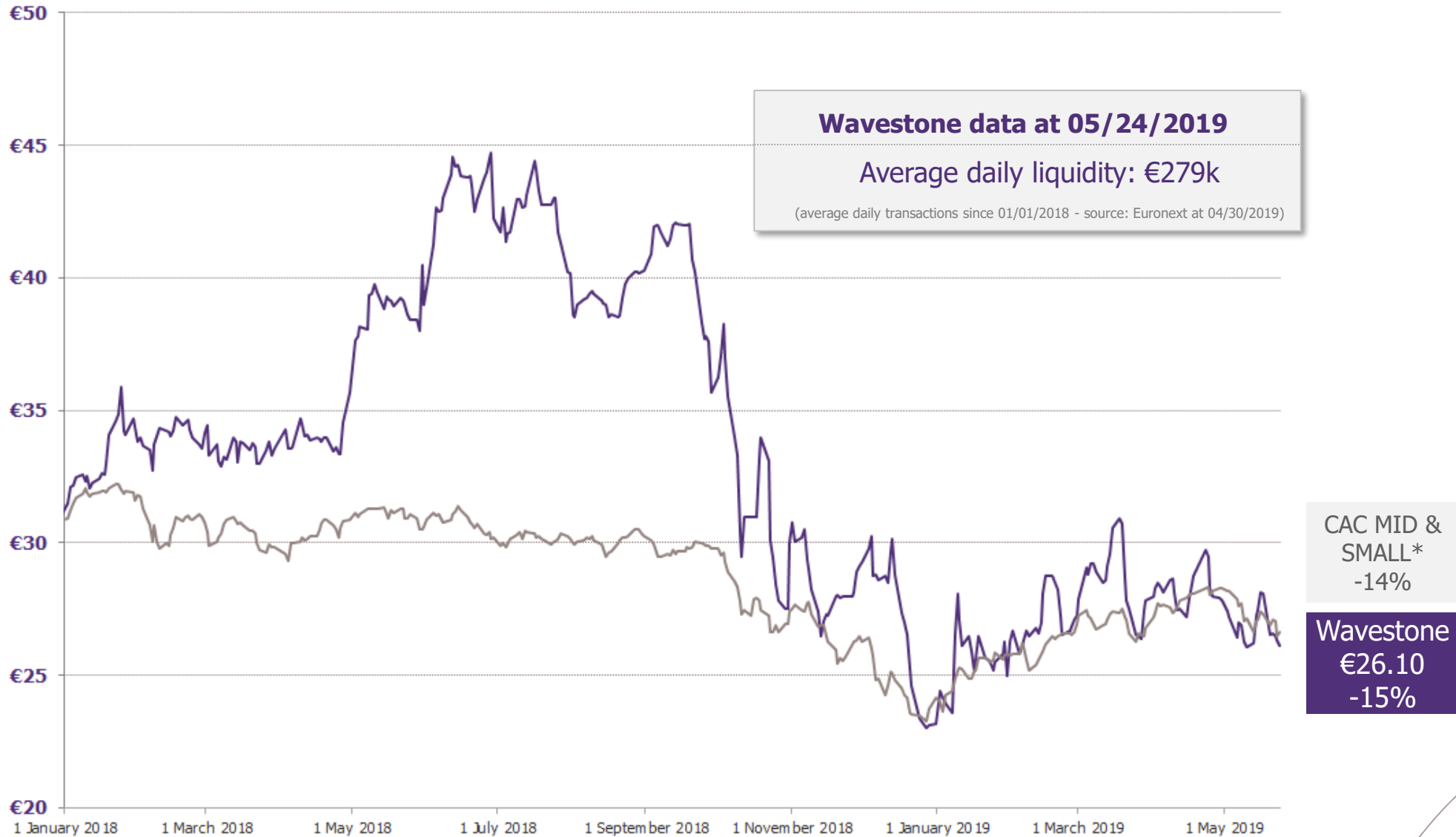


Number of shares: **20,196,492**

No potential dilution

Dividend to be proposed at the general meeting of July 25, 2019:  
**€0.23 per share (+14%)**

# After a record during summer 2018, a sharp decline in Wavestone's share price



\* CAC Mid & Small rebased on Wavestone's opening price at December 31, 2016





/ **03**

Focus on challenges for the business

# Wavestone's business activities put to the test in 2018/19

- / A decline in order uptake during the summer of 2018
- / A return to higher activity levels from Q3 onwards
  - > but not at a rate sufficient to increase utilization rates
- / Demand for consulting services feeling the strain in the banking sector
  - > against a backdrop of low interest rates and pressure on CIB<sup>1</sup> activities

<sup>1</sup> Corporate and investment banking



# More intense business development efforts

## / Increase in the number of staff dedicated to business development

- > sharp increase at the end of Q2 2018/19: +30 FTEs (from 115 to 145 FTEs)
- > +15 FTEs in the current 2019/20 fiscal year

## / Step change in sales contacts with customers

- > from 700 to +1,000 pitches per month

## / Key players in consulting teams mobilized on business development

- > to increase the impact of our pitches
- > to better conduct our revenue-generating activities

# Focusing development efforts on the most promising sectors



## Public sector

- / strong development potential with four major government departments
- / a further increase in business development efforts in this sector



## Transport and energy-utilities

- / to capitalize on momentum—and strong, established positions



## ...and actions targeted by account

- / to capitalize on news with potential

# Precise steering of business development activities

- / A harmonized steering and reporting process at company level
- / A consolidated view of the main KPIs
  - > achieved/forecast M and M+1
  - > on a weekly basis
- / Business reviews each Monday
  - > to adjust priorities in real time



**Pitches**



**Pipeline**



**Conversion rate**



**Order intake**



WEEKLY BUSINESS  
REVIEW



MONTHLY BUSINESS  
REVIEW

# Confidence in our capacity to meet the business challenges



**A decision to deploy a dedicated sales force**



**A comprehensive approach to business development activities**



**A broad customer portfolio to capitalize on growth wherever it takes place**



/ 04

Outlook

# A disappointing fiscal year closure for 2018/19 and a shifting business climate

## / Disappointing performance over recent months

- > a rise in the value of consulting services that has helped boost sales prices...
- > ...but mirrored by an insufficient rate of order uptake, leading to a sharp erosion in consultant utilization rate

## / Greater economic uncertainty

- > target clients more cautious and judicious
- > especially in the banking sector

## / A settling human resources picture





# More intense business development efforts; continued focus on growth



/ An increase in the level and effectiveness of business development activities

/ Maintaining high levels of recruitment

- > pursuit of growth, even if it means a brake on improvements in consultant utilization rate in the short term.
- > target of over 600 gross hires
- > without losing focus on sustained efforts to bring staff turnover under control

/ Continued pursuit of external growth, especially internationally

- > aim to make one to two acquisitions over the year
- > with international targets as a priority

# Pursuit of the Wavestone 2021 strategic plan

/ Ambitions to 2021 confirmed...

/ ...but growth objectives under greater pressure

- > in France, growth has been more lackluster in recent months
- > internationally, high valuations are hindering M&A activity

2021  
WAVESTONE

1 Measure

Revenue: **€500m**  
EBIT margin: **15%**

3 Commitment

In the **top 3**  
in our category  
on CSR\*

2 Reputation

**No. 1** for  
transformation  
consulting in  
France

4 International

**€100m**  
of revenue outside  
France

# 2019/20 guidance

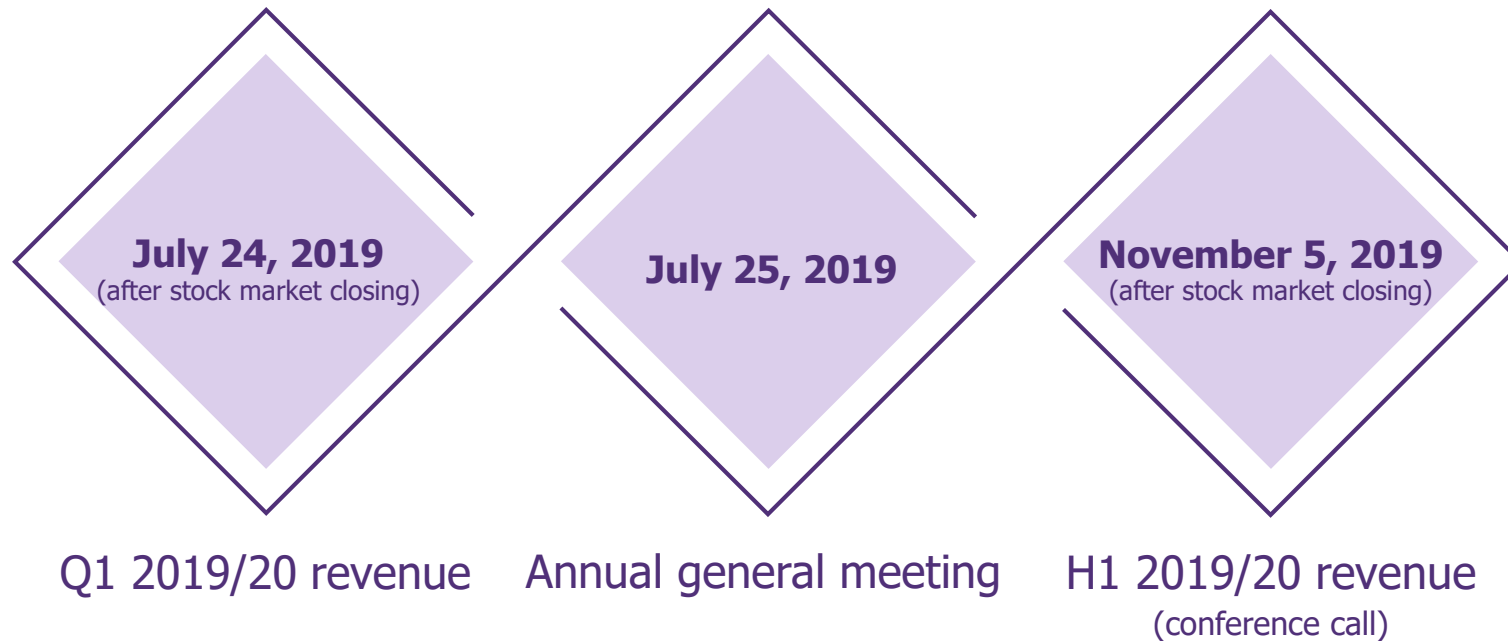
## / Prudent objectives

- > performance disappointing at the end of the 2018/19 fiscal year
- > and a less buoyant market

	2018/19 results	2019/20 objectives
Revenue	€391.5m	Growth >5%
EBIT margin	14.1%	>13%

*including Metis Consulting and  
excluding new acquisitions*

# Financial calendar: next events



PARIS

LONDON

NEW YORK

HONG KONG

LUXEMBOURG

BRUSSELS

GENEVA

CASABLANCA

LYON

MARSEILLE

NANTES

WAVESTONE

