



WAVESTONE

Investor meeting

February 24, 2020

# AGENDA

**A** About Wavestone

**B** H1 2019/20 results

**C** Outlook and recent news



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



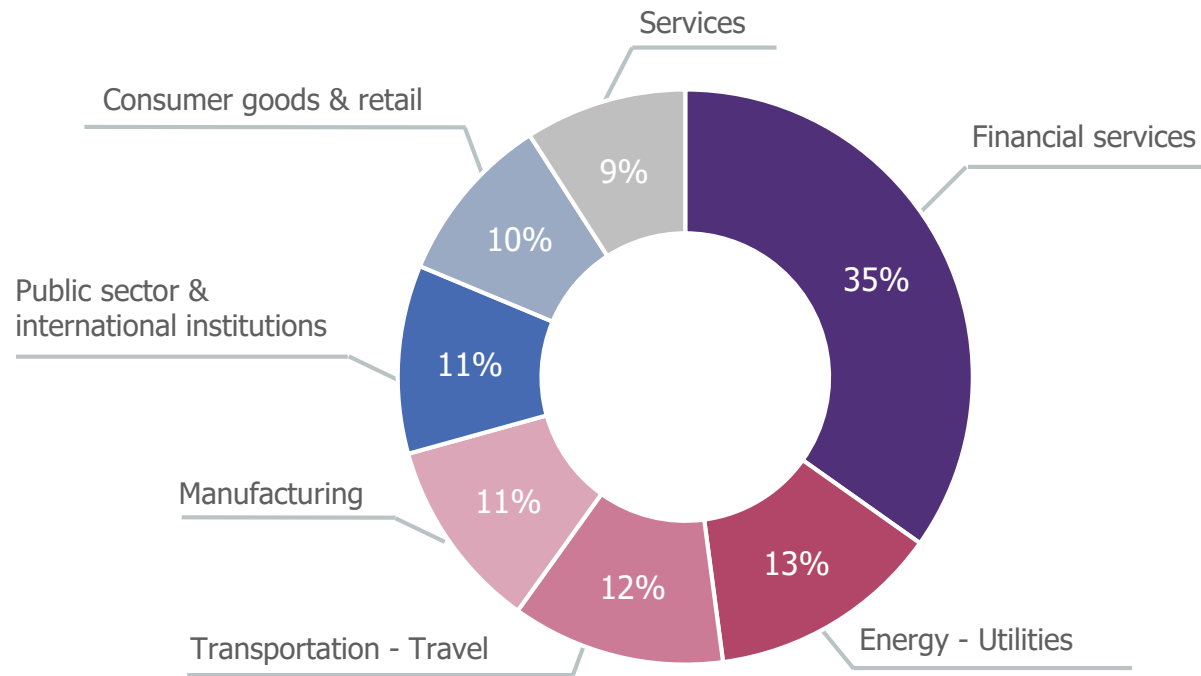
3,000 employees  
across 8 countries



A leading independent  
European consulting firm

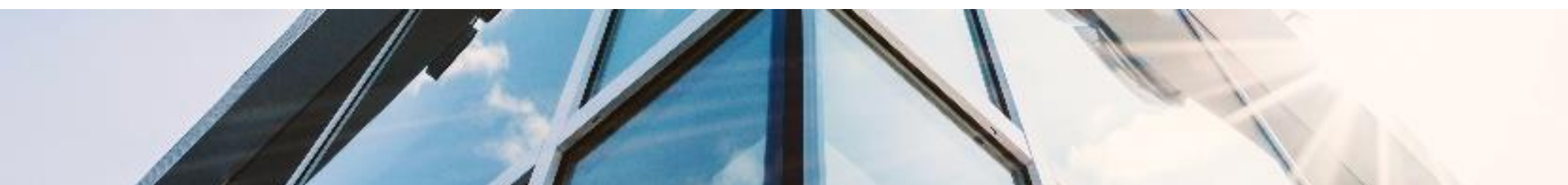
Paris | London | New York | Philadelphia | Hong Kong |  
Luxembourg | Geneva | Brussels | Casablanca | Lyon | Marseilles | Nantes

# Distribution of revenue at September 30, 2019



H1 2019/20 revenue	
FRANCE	87%
INTERNATIONAL	13%

Top-20 clients in H1 2019/20	
SNCF	9%
SOCIETE GENERALE	8%
EDF	7%
CREDIT AGRICOLE	4%
BNP PARIBAS	4%
LA POSTE	4%
TOTAL	3%
UGAP	3%
AXA	3%
BPCE	2%
SANOFI	2%
ENGIE	2%
SAINT GOBAIN	1%
L'ORÉAL	1%
PSA	1%
CHANEL	1%
RENAULT	1%
CARREFOUR	1%
BIOMERIEUX	1%
THALES	1%



# Wavestone, at the heart of digital transformation



## Ministry of Finance

Digital master scheme of the DGFIP (French public finance directorate general)

## SNCF Gares & Connexions

Digitalization of stations and improvements to the customer experience

## A major British bank

Integration of security considerations into agile development activities

## La Poste

Véligo, a new mobility offering in the Paris area

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## Revenue increased by +7% in H1 2019/20

Revenue	2019/20	2018/19	Change	Change excluding WGroup	Change at constant scope <sup>1</sup> and on a constant forex basis
<i>In €m - unaudited consolidated data</i>					
Q1	98.3	95.9	+3%	+3%	0%
Q2	96.2	86.7	+11%	+5%	+2%
<b>H1</b>	<b>194.5</b>	<b>182.6</b>	<b>+7%</b>	<b>+4%</b>	<b>+1%</b>

<sup>1</sup> Metis Consulting has been consolidated since 11/01/2018 and WGroup since 08/01/2019

- / Half-yearly growth of 7%, of which +0.8% was due to a positive working day impact
- / Growth of 4% excluding WGroup, equivalent to 1% at constant scope and on a constant forex basis

# Acquisition of WGroup in July 2019



WGroup, a consulting firm operating in the US

- > digital transformation of large companies
- > *Healthcare and Insurance, Media & Entertainment, Global Manufacturing, Retail, and Financial Services*



Recap on details of the operation

- > acquisition of a 100% stake in WGroup
- > purchase price: \$22.0m in enterprise value
- > + up to \$8.5m, depending on performance in 2019 and 2020



First months after acquisition very promising

- > integration project underway
- > commercial synergies realized in the US with the first joint projects
- > excellent levels of business activity

The logo for WGROUP, with 'W' in red and 'GROUP' in black, set against a background of a sunset over a canyon.

# WGROUP.

**2018 revenue of US\$26.1m  
(+16%)**

**Adjusted EBITDA margin  
~15%**

**~100 employees, including  
+50 permanent employees**

**Registered office:  
Philadelphia**

**Consolidated on August 1,  
2019**



## EBIT margin of 10.6% in H1 2019/20

Consolidated data at 09/30 (€m), limited review	H1 2019/20	H1 2018/19	<i>Change</i>	2018/19 annual
<b>Revenue</b>	<b>194.5</b>	<b>182.6</b>	<b>+7%</b>	<b>391.5</b>
<b>EBIT</b>	<b>20.7</b>	<b>19.9</b>	<b>+4%</b>	<b>55.2</b>
<i>EBIT margin</i>	<b>10.6%</b>	<b>10.9%</b>		<b>14.1%</b>
Amortization of client relationships	(0.8)	(1.3)		(2.3)
Other income and expenses	(1.3)	(0.2)		(0.5)
<b>Operating income</b>	<b>18.6</b>	<b>18.5</b>	<b>+1%</b>	<b>52.4</b>
Cost of net financial debt	(0.9)	(0.8)		(1.7)
Other income and expenses	(0.0)	0.4		(0.1)
Income tax expenses	(8.5)	(7.4)		(19.9)
<b>Group share of net income</b>	<b>9.3</b>	<b>10.6</b>	<b>-13%</b>	<b>30.8</b>
<i>Net margin</i>	<b>4.8%</b>	<b>5.8%</b>		<b>7.9%</b>

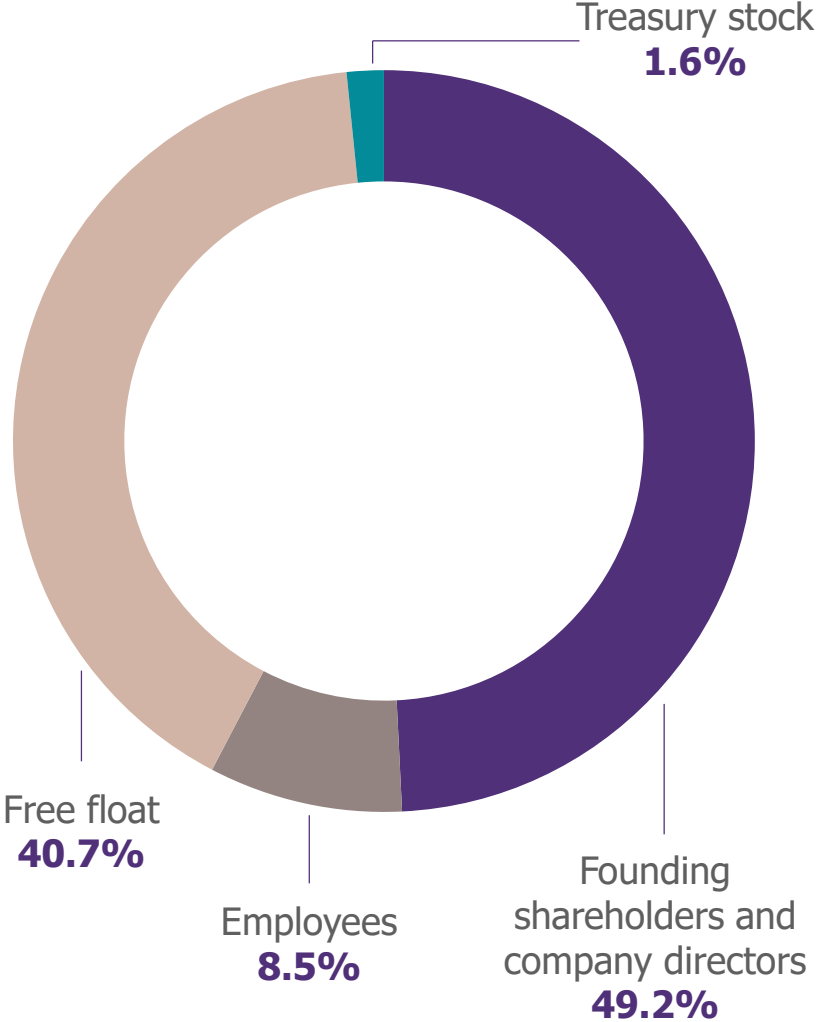
## Net debt under control as a result of strong cash flow generation

Consolidated data at 09/30 (€m), limited review	09/30 2019	03/31 2019	Consolidated data at 09/30 (€m), limited review	09/30 2019	03/31 2019
<b>Non-current assets</b>	232.8	177.4	<b>Shareholders' equity</b>	152.3	150.8
of which goodwill	166.6	140.6	of which minority interests	0.0	0.0
including rights to use leased assets	31.7	-	<b>Financial liabilities</b>	101.5	89.4
<b>Current assets</b>	152.4	156.1	of which less than one year	29.4	23.7
of which trade receivables	127.0	130.4	<b>Lease liabilities</b>	38.3	-
<b>Cash and cash equivalents</b>	39.8	50.7	<b>Non-financial liabilities</b>	132.9	144.0
<b>TOTAL ASSETS</b>	<b>425.0</b>	<b>384.2</b>	<b>TOTAL LIABILITIES</b>	<b>425.0</b>	<b>384.2</b>

**Net debt: €61.7m**

*compared with €61.7m at September 30, 2018, and €38.7m at March 31, 2019*

# Breakdown of share capital at September 30, 2019



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

No potential dilution

Dividend distributed in September 2019:  
**€0.23 per share (+14%)**

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# Revenue increases by +10% during Q3 2019/20

Revenue	2019/20	2018/19	Change	Change at constant scope <sup>1</sup> and on a constant forex basis
<i>In €m - unaudited consolidated data</i>				
H1	194.5	182.6	+7%	+1%
Q3	112.7	102.2	+10%	+2%
<b>Nine-month total</b>	<b>307.2</b>	<b>284.8</b>	<b>+8%</b>	<b>+1%</b>

<sup>1</sup> Metis Consulting has been consolidated since 11/01/2018 and WGroup since 08/01/2019

/ +10% growth during Q3 2019/20

> +2% growth at constant scope and exchange rates

/ +8% growth over the nine-month period, with +1% organic growth

> +1% at constant scope and exchange rates

# Progressive recovery in consultant utilization rate; sales prices remain strong

	December 31, 2019 (9 months)	2018/19 fiscal year (12 months)	
Utilization rate	72%	75%	▶ Gradual recovery to 72% in Q3, after 71% in Q2
Ave daily rate (ADR)	€879	€872	▶ Positive impact of WGroup Slight fall at constant scope (-1%)
Order book	3.3 months	3.6 months	▶ Identical to September 30, 2019

# Rapid workforce growth

## / Recruitment picture remains dynamic

- › expectation is to considerably exceed annual business plan target of over 600 gross hires

## / Continued reduction in staff turnover rate

- › 14% over a rolling 12-month period (compared with 18% at March 31, 2019)

## / 3,387 employees at December 31, 2019

- › compared with 3,094 at March 31, 2019



# Benefits of the company's renewed focus confirmed

/ Firm sees first tangible results of intensifying its business development efforts

- > progressive recovery in consultant utilization rate in Q3 – even with considerable numbers of new hires over the period
- > strong levels of order intake by the end of the quarter



/ Continued refocusing of business development efforts toward the Public sector, Transport, and Energy/utilities

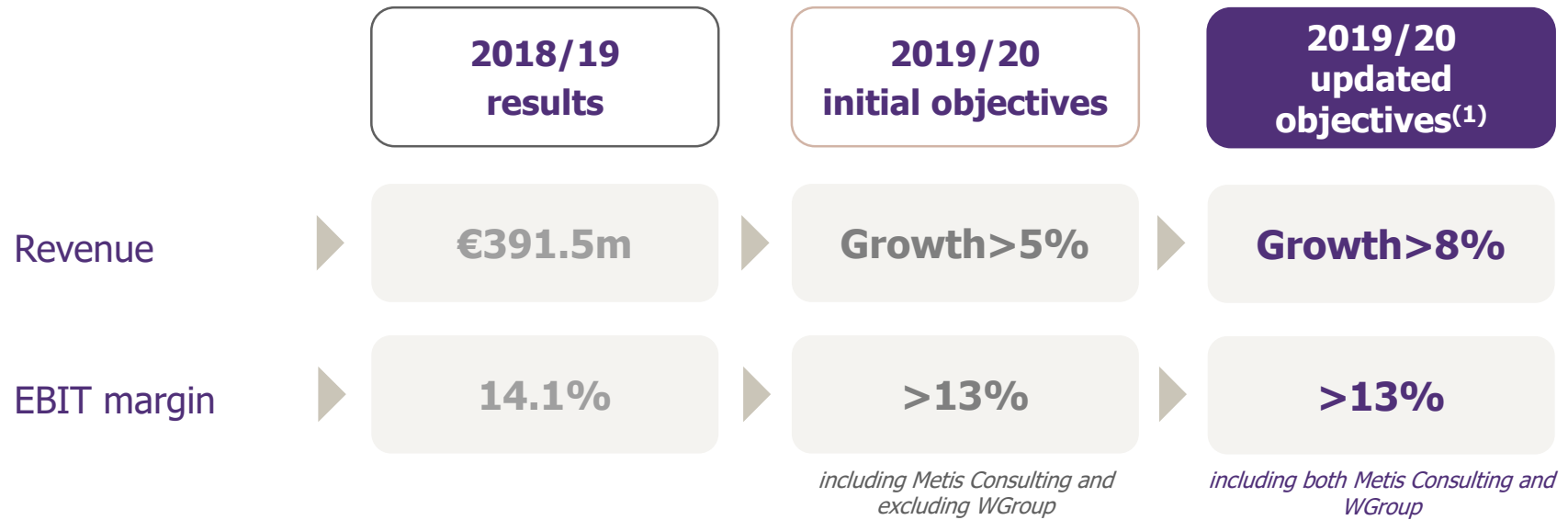
/ In parallel, strong recruitment momentum being maintained

/ Priority is to consolidate and further boost recovery in consultant utilization rate over the coming quarters





# Confirmation of annual objectives



(1) updated on December 3, 2019



PARIS

LONDON

NEW YORK

PHILADELPHIA

HONG KONG

LUXEMBOURG

BRUSSELS

GENEVA

CASABLANCA

LYON

MARSEILLE

NANTES

WAVESTONE

