

WELCOME

2020/21 annual revenue

Videoconference | April 27, 2021



2020/21 ANNUAL REVENUE



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CEO



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CFO



Growth of 4% in Q4 2020/21

Revenue unaudited consolidated data (in €m)	2020/21	2019/20	Change	Change at constant scope ¹ and on a constant forex basis
Q1	94.4	98.3	-4%	-10%
Q2	92.4	96.2	-4%	-4%
Q3	111.8	112.7	-1%	+3%
Q4	119.1	114.9	+4%	+7%
Twelve-month total	417.6	422.0	-1%	-1%

⁽¹⁾ Excluding WGroup, which has been consolidated since 08/01/2019

- / A fourth quarter that outperformed expectations: €119.1m – an increase of +4%
 - > growth of +7% at constant exchange rates and scope (excluding WGroup)
- / €417.6m at the end of the 2020/21 fiscal year, exceeding the end-of-January objective of €410m
 - > a limited decline of -1% (also -1% at constant scope and exchange rates)

Good level of consultant utilization rate and prices stabilizing

	2020/21 fiscal year (12 months)	2019/20 fiscal year (12 months)	
Consultant utilization rate	71%	71%	▶ sustained at 75% in Q4 (75% in Q3 68% in Q2 63% in Q1)
Average daily rate	€842	€878	▶ prices stabilizing at the end of the fiscal year annual change of -4% over 2020/21; in line with the -3% to -5% range announced at the start of the fiscal year
Order book	4.1 months	3.5 months	▶ strong levels of order intake over the quarter further increase in the size of the order book compared with December 31, 2020 (3.9 months)

Limited decline in the workforce in 2020/21: -1%

/ 3,453 employees at March 31, 2021

- › compared with 3,358 at December 31, 2020, and 3,498 at March 31, 2020
- › a limited, year-end decline of -1% – significantly lower than the -5% seen at the mid-year point

/ Recruitment-plan targets exceeded in 2020/21

- › about 450 gross hires achieved during the year
- › outperforming the 400-hires target

/ Staff turnover rate of 11% at the end of the fiscal year

- › compared with 14% in the previous fiscal year
- › rate expected to rise in the coming quarters
- › objective is to contain turnover rate at about 15% in 2021/22



Net cash position¹ substantially positive at March 31, 2021

- / Continued strengthening of the firm's financial position
- / Available cash and cash equivalents of €88m² at March 31, 2021
- / Net cash position¹ of about €32m² at the end of the 2020/21 fiscal year
 - › compared with a net financial debt¹ of €15.6m at the end of September 2020, and €29.1m at the end of March 2020

¹ excluding lease liabilities

² unaudited data



A strong end-of-year position for 2020/21

- / A good consultant utilization rate maintained in Q4
 - > as a result of strong levels of order intake in Q3...
 - > ...and the actions taken at the end of 2020 to minimize any disruption to workflows
- / A solid performance over the 2020/21 fiscal year as a whole
 - > despite the exceptional circumstances
- / Proposition to reimburse the monies received under furlough arrangements: €3.2m
 - > given Wavestone's solid performance in 2020/21 and in line with the firm's CSR values
 - > subject to shareholder approval at the Annual General Meeting of July 27, 2021
 - > impact: provision of -€3.2m required; included in 2020/21 EBIT



Smartworking@Wavestone: imagining the future of work

- / Ways of working changed profoundly during the health crisis
 - > we do not envisage a return to pre-Covid situation
- / Launch of the Smartworking@Wavestone project
 - > principles will be defined within an experimental framework to be run for 12 to 18 months
 - > all the firm's teams will actively contribute
- / Decision to reduce the footprint of the Paris office by 40%, with immediate effect
 - > net annual savings of about €3m from the 2021/22 fiscal year
- / An amount of -€8.3m, for provisions and depreciation, included in operating income for 2020/21 fiscal year
 - > recorded under "other operating expenses"
 - > no impact on cash position or EBIT margin in 2020/21

Smartworking@Wavestone

- Improving the quality of work life
- Strengthening attractiveness and retention
- Fostering collaboration and the better use of skills
- Reducing carbon footprint

Maintaining a more bullish approach in the coming fiscal year

/ Resumption of organic growth in 2021/22

- › consulting services still tightly controlled, but an increased number of major transformation projects, accelerated by the crisis
- › strongly-positioned sectors in 2021: pharmaceuticals, utilities, public sector, insurance, and banking
- › sectors remaining sluggish: transportation, automotive, and retail

/ Objective of realizing one or two targeted acquisitions in the 2021/22 fiscal year

- › acquisition of US firms a priority
- › without ruling out tactical acquisitions in France



Profitability resilient in 2020/21 and first indications for 2021/22

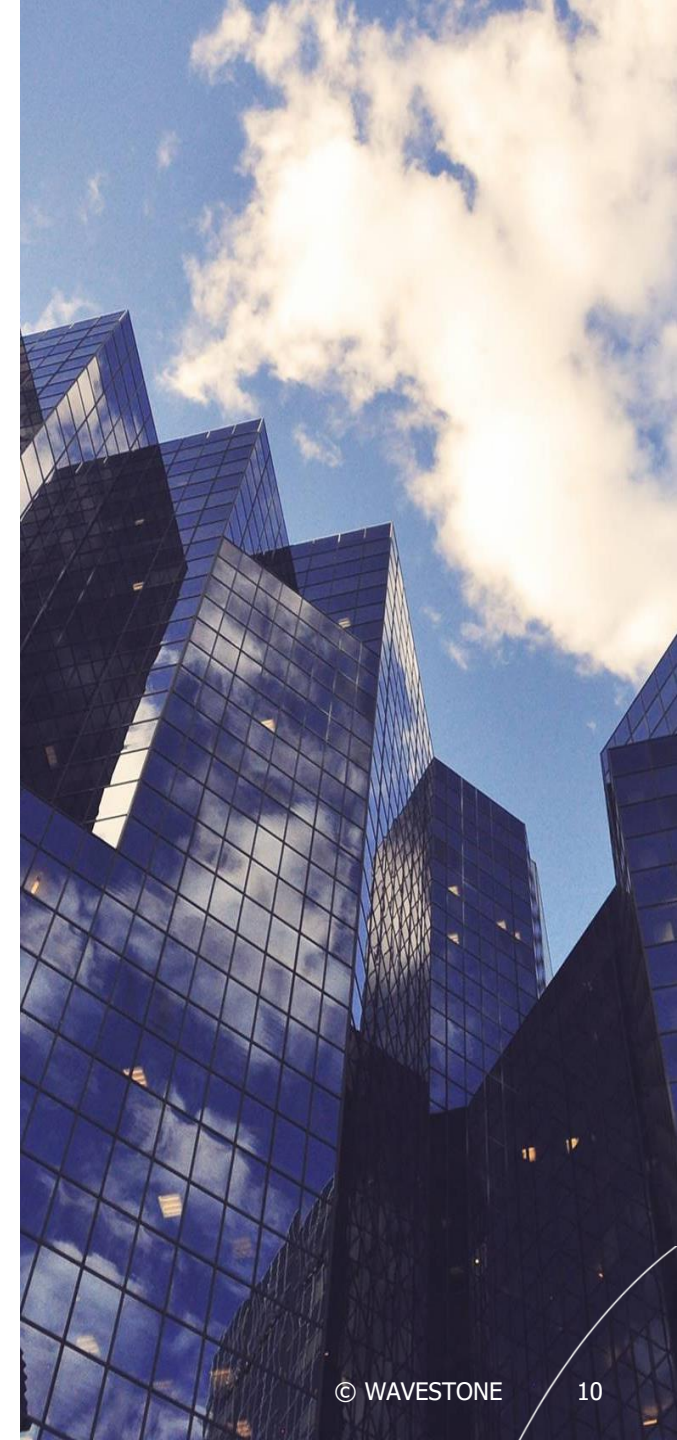
- / EBIT margin expected to be about 12.5%¹ for 2020/21
 - > vs. 13.2% in 2019/20
 - > includes the reimbursement of receipts under furlough arrangements

- / Double-digit operating margin expected
 - > includes Smartworking@Wavestone provisions and depreciation...
 - > ...and amortization of client relationships

- / Initial indications for 2021/22 objectives
 - > revenue of about €450m²
 - > EBIT margin close to 13%²
 - > includes renewed expenses linked to growth, partially offset by savings from Smartworking@Wavestone

¹ unaudited data

² excluding new acquisitions



A wide-angle photograph of the Chicago skyline at sunset. The sky is a mix of orange, pink, and blue, with scattered clouds. The city's skyscrapers are illuminated with warm lights, and their reflections are visible on the calm water in the foreground. The overall mood is serene and urban.

**2020/21 ANNUAL REVENUE
QUESTION AND ANSWER
SESSION**



2020/21 ANNUAL REVENUE

QUESTION AND ANSWER SESSION



MICROSOFT TEAMS

Unmute your microphone | Use the 'raise hand' button



TELEPHONE:

Press "*" then "6"



Financial agenda

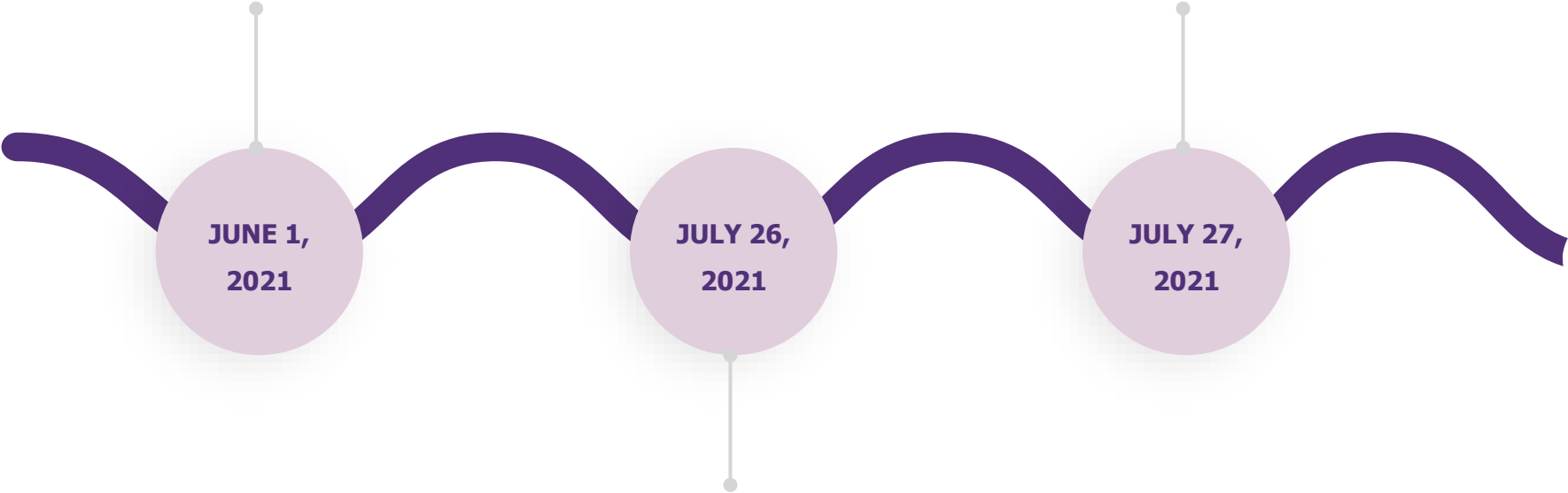
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2020/21 annual results

(after stock market closing; followed by investors' meeting)

3

Annual General Meeting



2

2021/22 Q1 revenue

(after stock market closing)

GOOD EVENING

Join us on June 1, 2021

for the publication of the 2020/21 annual results

