

# WELCOME

## Revenue | H1 2022/23

Videoconference | October 27, 2022



# REVENUE | H1 2022/23



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CEO



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## Growth of 9% in H1 2022/23

Revenue <i>(€m) – unaudited consolidated data</i>	2022/23	2021/22	Change	Change <i>at constant scope<sup>1</sup> and on a constant forex basis</i>
Q1	122.0	115.2	+6%	+3%
Q2	115.1	102.6	+12%	+5%
<b>H1</b>	<b>237.1</b>	<b>217.8</b>	<b>+9%</b>	<b>+4%</b>

<sup>1</sup> Excluding Everest Group *consulting* consolidated since 05/01/2021, why innovation! consolidated since 11/01/2021, NewVantage Partners consolidated since 01/01/2022, Nomadéis consolidated since 04/01/2022 and PEN Partnership consolidated since 08/01/2022.

/ Q2 2022/23 revenue: €115.1m, up +12%

- > up 5% on a constant scope and constant forex basis
- > unfavorable working-day impact of -1.4%

/ Revenue of €237.1m in H1 2022/23: +9%, of which 4% on an organic basis

## Consultant utilization rate at normative levels and daily rate trending higher

	H1 2022/23 (6 months)	2021/22 fiscal year (12 months)	
Consultant utilization rate	75%	77%	▶ down during the second quarter, owing to the impact of numerous new employee arrivals in September
Average daily rate	€880	€854	▶ an increase in the sales price of +3%, +2% at constant forex
Order book	3.7 months	4.3 months	▶ maintenance of the order intake over the summer decline in the order book (4.2 months at June 30, 2022), due to the growth in the headcount for the 3 <sup>rd</sup> quarter

## Dynamic pace of recruitment maintained but staff turnover rate remains under pressure

- / Recruitment plan in line with the full-year objective
  - > more than 1,000 new recruits planned for FY 2022/23
- / Staff turnover rate at 19% at end-September (on a rolling 12-month basis)
  - > versus 19% at end-June 2022 and 18% for the last fiscal year
- / 3,864 employees on September 30, 2022
  - > versus 3,732 end-March at the end of 2021/22 fiscal year



## Accelerated development in the United Kingdom, in line with the *Impact* plan

- / PEN Partnership, a consulting firm expert in operational and digital transformation projects
  - > sectorial capabilities in financial services and life sciences
- / Coeus Consulting, a consulting firm recognized in the area of IT strategy
  - > advisory to Global 500 companies in the UK and in Europe (Industry, Energy & Utilities, Retailing and Consumer Goods)
- / **Ambition: to build together a major player in consulting in the UK**
  - > expanding Wavestone's value proposition in the UK with management consulting capabilities
  - > a value proposition enabling the steering of major transformation projects thanks to a combination of business, digital and cybersecurity expertise



# PEN Partnership and Coeus Consulting key figures

## PEN Partnership

- > London (United Kingdom)
- > 60 permanent employees, plus circa 40 independent consultants
- > revenue of £19.6m (€23.4m) for the fiscal year ending March 31, 2022
- > profitability comparable with that of Wavestone

### Terms and conditions of the transaction

- > acquisition of 100% of the capital
- > acquisition price: £22.5m (~€26.8m) in enterprise value
- > additional consideration: up to £7.5m (~€8.9m) conditional on the performance of PEN Partnership over the next 18 months
- > consolidated from August 1, 2022

## Coeus Consulting

- > London (United Kingdom)
- > 45 permanent employees, plus circa 10 independent consultants
- > estimated revenue of £9m (€10.4m) for the fiscal year ending September 30, 2022
- > profitability higher than that of Wavestone

### Terms and conditions of the transaction

- > acquisition of 100% of the capital
- > acquisition price: £17.5m (~€20.2m) in enterprise value
- > additional consideration: up to £3.5m (~€4.0m) conditional on the performance of Coeus Consulting over the next 12 months
- > consolidated from October 1, 2022



## A still-robust market backdrop despite the complex economic environment

### / Growth in line with the roadmap in Q2 2022/23

- > order intake maintaining over the summer and at the start of September
- > sales price holding up well

### / Human resources: a key focus

- > adjustments of salary policies, with a view to enhancing competitiveness...
- > ...simultaneous growth in sales prices allowing to maintain the daily rate/salary ratio

### / A still-robust market, but caution remains the watch word for the start of 2023

- > demand drivers:
  - major digital transformation projects
  - M&A or reorganization deals
  - cybersecurity
  - sustainability
- > initial signs of a slowdown in demand at certain accounts, notably in the public sector and in the auto sector



# Confirmation of 2022/23 financial objectives

FIRST-HALF 2022/23

- / H1 2022/23 EBIT margin: around 12%
  - > versus 14.6% in H1 2021/22
  - > acceleration in recruitment and HR spending
- / Net debt on September 30, 2022: anticipated at ~€16m
  - > versus net cash of €60.3m on March 31
  - > owing to the acquisition of Nomadéis, PEN Partnership and Coeus Consulting, and to the seasonality of firm business

FISCAL YEAR 2022/23

- / Confirmation of 2022/23 financial objectives
  - > revenue: over €505m
  - > EBIT margin: around 15%
  - > objectives to be updated in early December integrating PEN Partnership and Coeus Consulting
- / Continuation of targeted external growth policy
  - > no new acquisitions planned in the UK in the coming months
  - > priority given to the US, without ruling out the possibility of tactical deals in other geographies

*The financial objectives, which include Nomadéis but not yet PEN Partnership nor Coeus Consulting, are at constant forex and 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 of Lake Michigan in the foreground. The overall mood is serene and urban.

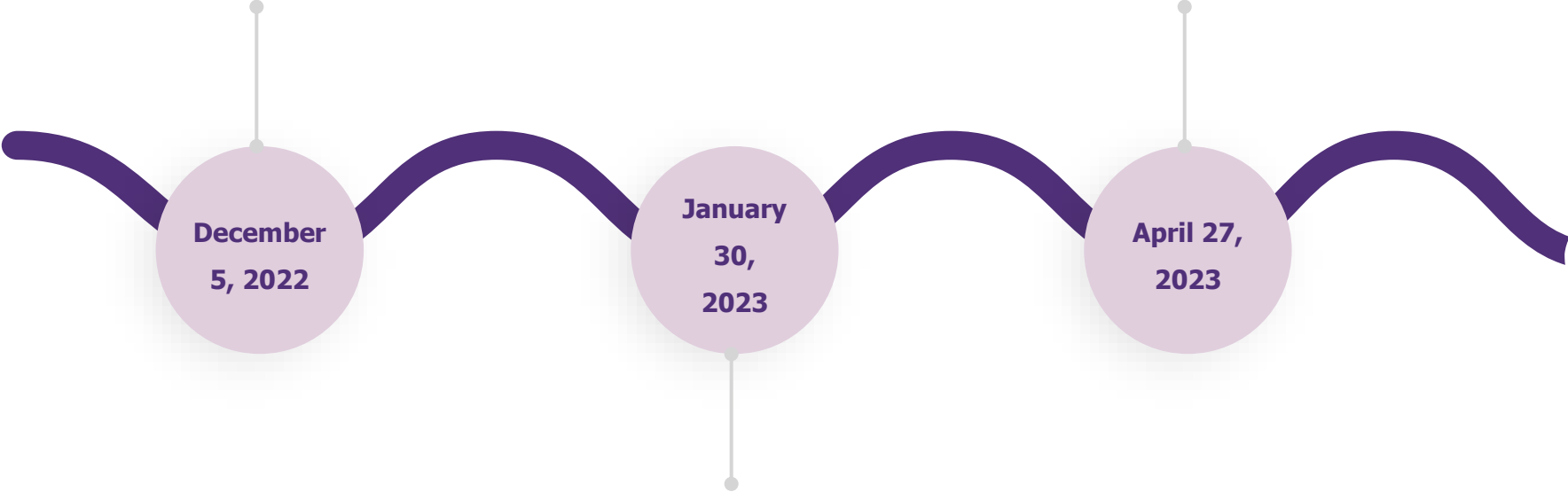
REVENUE | H1 2022/23  
**QUESTION & ANSWER  
SESSION**



# Financial schedule

**1 First-half results 2022/23**  
(after market, followed by the SFAF investors' meeting)

**3 Full-year revenue 2022/23**  
(after market, followed by a videoconference)



**2 Q3 2022/23 revenue**  
(after market, followed by a videoconference)

# GOOD EVENING

**Join us on December 5, 2022**

**(after stock market closing) for the publication  
of H1 2022/23 results**

