KEY FACTS & FIGURES

Robert Bouchard
CEO
### H1 2018: **KEY FIGURES**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>ROP&lt;sup&gt;(i)&lt;/sup&gt;</th>
<th>NET FINANCIAL DEBT</th>
</tr>
</thead>
<tbody>
<tr>
<td>€1,319 M</td>
<td>€34 M</td>
<td>€395 M</td>
</tr>
</tbody>
</table>

- **Revenue**
  - +12.8%
  - 3.8% organic

- **ROP<sup>(i)</sup>**
  - vs. €58 M in H1 17

- **Net Financial Debt**
  - 2.4x EBITDA
  - 12 months

<sup>(i)</sup> Recurring Operating Profit, before amortisation of intangible assets from acquisitions
H1 2017 | €1,169 M
---|---
H1 2018 | €1,319 M

**Technology Management & Financing**
- H1 2017: €604 M
- H1 2018: €614 M
  - +1.8% organic

**Services**
- H1 2017: €424 M
- H1 2018: €506 M
  - +19.4% 4.8% organic

**Products & Solutions**
- H1 2017: €141 M
- H1 2018: €198 M
  - +40.7% +6.7% organic

**H1 2018 Results**
ROP IMPACTED BY TM&F CONTRIBUTION AND PROVISIONS

H1 2017: €58.1 M
H1 2018: €34.2 M

Technology Management & Financing
- H1 2017: €38.1 M
- H1 2018: €14.1 M

Services
- H1 2017: €14.6 M
- H1 2018: €15.0 M

Products & Solutions
- H1 2017: €5.5 M
- H1 2018: €5.1 M
Revenue at €614 M (+1.8%) – rebound only late in H1 (+9% in Q2) after a strong Q4 2017 (+28%)

ROP at €14.1 M including €9 M of provisions

Fewer large profitable deals (structured finance) and increased weight of new clients

Increase in portfolio (+4.5%) and outstandings (+3.7%), positive indication of future growth

Residual interest(1) at 2.6% of the Original Purchase Price

(1) Estimated value of assets at the expiry of the lease contract
## Strong Historical Organic Growth with Quarterly Volatility (TMF)

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1 15</th>
<th>Q2 15</th>
<th>Q3 15</th>
<th>Q4 15</th>
<th>Q1 16</th>
<th>Q2 16</th>
<th>Q3 16</th>
<th>Q4 16</th>
<th>Q1 17</th>
<th>Q2 17</th>
<th>Q3 17</th>
<th>Q4 17</th>
<th>Q1 18</th>
<th>Q2 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>12%</td>
<td>18%</td>
<td>1%</td>
<td>8%</td>
<td>10%</td>
<td>6%</td>
<td>8%</td>
<td>13%</td>
<td>5%</td>
<td>3%</td>
<td>28%</td>
<td>9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growth</td>
<td>+10%</td>
<td>+9%</td>
<td>+2%</td>
<td>+2%</td>
<td>+10%</td>
<td>+10%</td>
<td>+10%</td>
<td>+10%</td>
<td>+10%</td>
<td>+10%</td>
<td>+10%</td>
<td>+10%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## SERVICES

### Revenue\(^{(1)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 2017</td>
<td>€424 M</td>
<td></td>
</tr>
<tr>
<td>H1 2018</td>
<td>€506 M</td>
<td>+19.4%</td>
</tr>
</tbody>
</table>

+4.8% organic growth

### Recurring operating profit\(^{(2)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 2017</td>
<td>€14.6 M</td>
</tr>
<tr>
<td>H1 2018</td>
<td>€15.0 M</td>
</tr>
</tbody>
</table>

#### Key Points:

- **Organic revenue growth on the Planet** (+1%) accelerated by contribution from **Services satellites** of +11% organically.

- **Acceleration of the transformation plan** in France on the Planet, non-recurring expenses in H1 positively impacting H2.

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\(^{(1)}\) After IFRS 15
\(^{(2)}\) Before amortisation of intangible assets from acquisitions
PRODUCTS & SOLUTIONS

Revenue\(^{(1)}\)

<table>
<thead>
<tr>
<th></th>
<th>H1 2017</th>
<th>H1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>€141 M</td>
<td>€198 M</td>
</tr>
</tbody>
</table>

\[+40.7\% +6.7\% \text{ organic}\]

Recurring operating profit\(^{(2)}\)

<table>
<thead>
<tr>
<th></th>
<th>H1 2017</th>
<th>H1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>€5.5 M</td>
<td>€5.1 M</td>
</tr>
</tbody>
</table>

» Continued strong organic growth on already high comps (+9% in H1 2017)

» Market share gains, notably in the public sector (education) and asset diversification (multimedia)

» H1 margin impacted by business mix and investment

\(^{(1)}\) In IFRS 15
\(^{(2)}\) Before amortisation of intangible assets from acquisitions
<table>
<thead>
<tr>
<th>(In €m)</th>
<th>H1 2017&lt;sup&gt;(1)&lt;/sup&gt; adjusted</th>
<th>H1 2018</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>1,169</td>
<td>1,319</td>
<td>12.8%</td>
</tr>
<tr>
<td><strong>RECURRING OPERATING PROFIT&lt;sup&gt;(2)&lt;/sup&gt;</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>before amortisation of intangible assets from acquisitions</td>
<td>58.2</td>
<td>34.2</td>
<td>-41.2%</td>
</tr>
<tr>
<td>Recurring operating profit</td>
<td>56.1</td>
<td>32.1</td>
<td>-42.7%</td>
</tr>
<tr>
<td>Non-recurring operating incomes and expenses</td>
<td>(10.2)</td>
<td>(20.4)</td>
<td>na</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT</strong></td>
<td>45.9</td>
<td>11.8</td>
<td>-74.4%</td>
</tr>
<tr>
<td>Financial result</td>
<td>(6.8)</td>
<td>(7.2)</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Change in fair value of ORNANE derivative</td>
<td>4.1</td>
<td>(0.0)</td>
<td>na</td>
</tr>
<tr>
<td><strong>PROFIT BEFORE TAX</strong></td>
<td>43.2</td>
<td>4.6</td>
<td>-89.4%</td>
</tr>
<tr>
<td>Income tax</td>
<td>(11.3)</td>
<td>(4.1)</td>
<td>-63.5%</td>
</tr>
<tr>
<td><strong>NET PROFIT</strong></td>
<td>31.9</td>
<td>0.4</td>
<td>na</td>
</tr>
<tr>
<td><strong>NET PROFIT</strong> attributable to owners of the parent</td>
<td>31.9</td>
<td>(3.7)</td>
<td>na</td>
</tr>
<tr>
<td><strong>RECURRING NET PROFIT&lt;sup&gt;(2)&lt;/sup&gt;</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>attributable to owners of the parent</td>
<td>33.0</td>
<td>10.9</td>
<td>-67%</td>
</tr>
</tbody>
</table>

(1) After IFRS15 restatement and variation of value of put options now impacting directly equity

(2) Excluding the following items, net of income tax: amortisation expenses of intangible assets from acquisitions, adjustment to fair value of the ORNANE derivative, other non-recurring operating income and expenses, non-recurring financial operating income and expenses

» **Non-recurring items** relate to the new strategic plan

» **End of ORNANE** derivative impact after conversion
Financial debt showed the usual seasonality

NBD 31/12/2017
-€279 M

NBD 30/06/2018
-€395 M

-19
Non-recurring items (1)

-53
Investments TM&F

-52
WCR

-24
Financial expenses & taxes

-23
CAPEX

-9
M&A (2)

20
Others (3)

(1) Impact on cash of exceptional costs
(2) Net of disposals and financial debt
(3) Including equity component of OCEANE and sales of treasury shares for the exercise of options

» Strong WCR management:
€52 M outflow in H1 2018 vs €106 M in H1 2017

» Continued investments:
€32 M in M&A and CAPEX
€53 M in TM&F/EDFL

Cash flow from operating activities

H1 2018 Results
NET FINANCIAL DEBT UNDER CONTROL

- Net debt under control: 2.4x EBITDA LTM
- OCEANE bonds issued in March 2018 (€200 M, ow €17 M as equity)
- €260 M of debt backed by client leases
- €230 M undrawn credit lines with Tier 1 financial institutions, ow €140 M confirmed
- Next corporate debt refinancing:
  - €45 M in 2020
  - €137 M in 2021
ACTION PLAN

Robert Bouchard
CEO
GROUP EFFICIENCY MEASURES

GROUP LEVEL

» Review of central costs
» Consolidation of structures now included in business units (IoT, robotics, BOS)

» **c. €3.5 M** gross savings in H2 18

BUSINESS UNITS

» Business transformation in Services
» Local overheads optimization
» Projects reviews

» **c. €6.5 M** gross savings in H2 18 (*mostly in Services*)

» **c. €10 M** gross savings in H2 18
CASH MANAGEMENT INITIATIVES

SHORT TERM ACTIONS

» New monitoring tools
» Best practices implementation
→ target reduction in WCR in FY18

EDFL / ON BOOK FINANCING

MEDIUM TERM ACTIONS

» Externalize risk on existing portfolio (non recourse refinancing, insurance)
» Reduce debt impact of new contracts
» Increase IRR of deals

» Reassessment of payments and contractual provisions (stock financing, prepayments...)
» Internal cost charged for WCR

» New refinancing model for part of the portfolio
» Part of portfolio likely refinanced as maturity of business increased

WORKING CAPITAL REQUIREMENT
FOCUS ON SERVICES IN FRANCE

1 management

Laurent Roudil

3 businesses

Managed Services
Business Continuity
Application Engineering

~ €450 M revenue in 2017
>2% ROP margin
5,500 people
BUSINESS TRANSFORMATION ACCELERATED SINCE Q1 2018

01 Sharing between the 3 business lines
02 Renewed offers
03 Mid market focus
04 Service Centers delivery
05 Contracts management
06 Cost reduction
**TMF GROWTH SOURCES 2018 - 2022**

**TMF "STANDALONE"**

- Enlarge scope of expertise (vertical integration)
- MarS, insurance, second-hand
- Extend client portfolio
- Medical, Green, Industrial & Robotics
- Position the financial capacities of TMF on digital transformation
- Indirect sales & Vendor program
- Improve customer satisfaction (delivery, services, ...)
- Customer journey, CSP
TMF GROWTH SOURCES 2018 - 2022

TMF CONTRIBUTION TO GROUP STRATEGY

» Financing vehicle for the sales of the Galaxy

» Cornerstone of "end to end solutions"

» Operational and business convergence with Products & Solutions

» Satellites and partners

» Financial architect of Econocom value proposition

» Processes and back office, develop leasing on Public sector
INVESTMENT IN END-TO-END SOLUTIONS - INDUSTRY AND TECHNOLOGY BASED

All offers combine entities from the Planet and Satellites

LAUNCHED!

MarS
Econocom Mobility
Microsoft
Education
Apple
Healthcare

IN PROGRESS

Econocom Retail
Smart Building
Workplace
OneGate
GDPR
Security
M&A: AN INTEGRAL PART OF THE STRATEGY

#1
DEPLOY “ONE GALAXY” ACROSS EUROPE

#2
INVEST IN HIGH VALUE SEGMENTS

~ €250 M proforma revenue acquired over 18 months
Outlook for 2018
2018: CONFIRMING OUR REVISED GUIDANCE

Absolute priority to deliver H2 18 contribution

Focus on cash generation

Additional actions at group level to reduce costs

Building the foundation of future profitable growth

€120 M in recurring operating profit\(^{(1)}\)

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(1) Before amortisation of intangible assets from acquisitions
Appendices
## CONSOLIDATED BALANCE SHEET

### ASSETS (IN €M)

<table>
<thead>
<tr>
<th></th>
<th>31/12/2017</th>
<th>30/06/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>599</td>
<td>625</td>
</tr>
<tr>
<td>Residual interest in leased assets</td>
<td>106</td>
<td>112</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>192</td>
<td>203</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td><strong>897</strong></td>
<td><strong>940</strong></td>
</tr>
<tr>
<td>Residual interest in leased assets</td>
<td>36</td>
<td>42</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1,118</td>
<td>1,171</td>
</tr>
<tr>
<td>Other current assets</td>
<td>135</td>
<td>162</td>
</tr>
<tr>
<td>Cash</td>
<td>238</td>
<td>279</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td><strong>1,527</strong></td>
<td><strong>1,654</strong></td>
</tr>
<tr>
<td><strong>TOTAL BALANCE SHEET</strong></td>
<td><strong>2,424</strong></td>
<td><strong>2,593</strong></td>
</tr>
</tbody>
</table>

### EQUITY & LIABILITIES (IN €M)

<table>
<thead>
<tr>
<th></th>
<th>31/12/2017</th>
<th>30/06/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity attributable to owners of the parent</td>
<td>378</td>
<td>354</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>102</td>
<td>117</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td><strong>480</strong></td>
<td><strong>471</strong></td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>340</td>
<td>494</td>
</tr>
<tr>
<td>Commitments on residual value</td>
<td>60</td>
<td>65</td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td>155</td>
<td>161</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td><strong>555</strong></td>
<td><strong>720</strong></td>
</tr>
<tr>
<td>Trade payables</td>
<td>960</td>
<td>982</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>203</td>
<td>210</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>171</td>
<td>173</td>
</tr>
<tr>
<td>Commitments on residual value</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td><strong>1,389</strong></td>
<td><strong>1,403</strong></td>
</tr>
<tr>
<td><strong>TOTAL BALANCE SHEET</strong></td>
<td><strong>2,424</strong></td>
<td><strong>2,593</strong></td>
</tr>
</tbody>
</table>

H1 2018 Results