Speakers

JEAN-LOUIS BOUCHARD  
Chairman & CEO

LAURENT ROUDIL  
Managing Director

ANGEL BENGUIGUI  
Managing Director

BRUNO GROSSI  
Advisor to the Chairman
Agenda

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02 A new management team

03 2019 financial results

04 A unique business model

05 Outlook
Message from Chairman & CEO
15-year overview
A new management team
Management team

JEAN-LOUIS BOUCHARD
Chairman & CEO

LAURENT ROUDIL
Managing Director

ANGEL BENGUIGUI
Managing Director

BRUNO GROSSI
Advisor to the Chairman
A new experienced management team

Philippe Goullioud  Chantal De Vrieze  Laurent Caparros  Eric Bazile

Samira Draoua  Emiliano Veronesi  Carlos Perez-Herce  Israël Garcia

Valérie Clar  Stéphane Hascoet  Long Le Xuan  Christophe Vanmalleghem
2019 financial results
ANGEL BENGUIGUI
Managing Director
Key figures

<table>
<thead>
<tr>
<th>Revenue⁽¹⁾</th>
<th>€2.93 Bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROP⁽¹⁾⁽³⁾</td>
<td>€126 M</td>
</tr>
<tr>
<td>Cash flow from operating activities⁽¹⁾</td>
<td>€140 M</td>
</tr>
<tr>
<td>Net financial debt</td>
<td>€252 M</td>
</tr>
</tbody>
</table>

stable⁽²⁾  
+14.3%⁽²⁾ vs. 2018  
+€7 M⁽²⁾ vs. 2018  
1,4x EBITDA

⁽¹⁾ From ongoing operations after restatement according to IFRS 5 regarding discontinued operations  
⁽²⁾ At constant standards  
⁽³⁾ Before amortization of intangible assets from acquisitions
Robust revenue base
Sharp increase in profitability

Revenue from ongoing operations

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€2,927 M</td>
</tr>
<tr>
<td>2018</td>
<td>€2,927 M</td>
</tr>
</tbody>
</table>

Organic growth: -0.8%

Significant impact of Italy embezzlement on TMF

Pro-forma growth +4.5%

Margin of 4.3% on revenue from ongoing operations.
2019 Full-Year Results

Revenue\(^{(1)}\) by geographical area

2019 revenue (%)  
2018 revenue\(^{(2)}\) (%)

North America 7% (7%)  
North & East Europe 9% (9%)  
Spain 8% (7%)  
Italy 10% (13%)  
Benelux 13% (13%)  
France 53% (50%)  
Total €2.9Bn

Solid performance in France (+5%) and Spain (+10%)

Revenue in Italy (-21%) impacted for an estimated amount of around €130 M by the embezzlement discovered end of June

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\(^{(1)}\) From ongoing operations after restatement in line with IFRS 5 regarding assets held for discontinued operations  
\(^{(2)}\) At constant standard
2018 Revenue bridge

In €M

<table>
<thead>
<tr>
<th>2018 Published</th>
<th>IFRS 5 impact</th>
<th>IFRS 15 impact</th>
<th>2018 Restated</th>
<th>IFRS 16 impact</th>
<th>2018 Like-for-like</th>
<th>2019 Published</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,846</td>
<td>-221</td>
<td>+374</td>
<td>2,999</td>
<td>-72</td>
<td>2,927</td>
<td>2,927</td>
</tr>
</tbody>
</table>

2018 Revenue bridge
TMF at a glance

Revenue from ongoing operations \(^{(3)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€1,124 M</td>
</tr>
<tr>
<td>2019 pro-forma(^{(2)})</td>
<td>€1,258 M</td>
</tr>
<tr>
<td>2018</td>
<td>€1,249 M</td>
</tr>
</tbody>
</table>

Recurring operating profit from ongoing operations\(^{(1)(3)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€43.9 M</td>
</tr>
<tr>
<td>2019 pro-forma(^{(2)})</td>
<td>€56.9 M</td>
</tr>
<tr>
<td>2018</td>
<td>€50.5 M</td>
</tr>
</tbody>
</table>

TMF business revenue suffered from lag primarily in Italy:

- In revenue: ca. -€130 M
- In ROP\(^{(1)}\): -€13 M

Revenue impacted by Italy: €1,124 M (-10.0%)
Pro-forma growth\(^{(2)}\) +0.6%

Decrease of ROP at €43.9 M (3.9% margin)

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\(^{(1)}\) Before amortization of intangible assets from acquisitions
\(^{(2)}\) Netting the impact of Econocom Italy embezzlement
\(^{(3)}\) At constant standards
Reinforcement of TMF management team globally

Chantal De Vrieze
Samira Draoua
Frances Weston

Emiliano Veronesi
Carlos Perez-Herce
Stability of portfolio at original purchasing price

Residual interest\(^{(1)}\)

2.7% of the Original Purchase Price

>2x covered by remarketing of assets and contract extensions
## Digital Services & Solutions at a glance

### Continuing sustained growth

In particular, Products & Solutions (+10.3%)

South Europe and France contributed the most to the dynamism of the activity.

ROP boosted by:
- Growth in revenue
- Strong recovery in Services in France

### Revenue from ongoing operations (2)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>€671 M</td>
<td>€652 M</td>
</tr>
<tr>
<td>Products &amp; Solutions</td>
<td>€1,131 M</td>
<td>€1,026 M</td>
</tr>
<tr>
<td>Total</td>
<td>€1,802 M</td>
<td>€1,678 M</td>
</tr>
</tbody>
</table>

### Recurring operating profit from ongoing operations (1)(2)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>€82.3 M</td>
<td>€59.9 M</td>
</tr>
<tr>
<td>Products &amp; Solutions</td>
<td>€82.3 M</td>
<td>€59.9 M</td>
</tr>
<tr>
<td>Total</td>
<td>€82.3 M</td>
<td>€59.9 M</td>
</tr>
</tbody>
</table>

---

(1) Before amortization of intangible assets from acquisitions
(2) At constant standards
## Consolidated income statement

<table>
<thead>
<tr>
<th>(In €M)</th>
<th>2018(1)</th>
<th>2019</th>
<th>2019 Full-Year Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>2,999</td>
<td>2,927</td>
<td></td>
</tr>
<tr>
<td>Recurring operating profit before amortisation of intangible assets from acquisitions</td>
<td>110.9</td>
<td>126.2</td>
<td></td>
</tr>
<tr>
<td>Recurring operating profit</td>
<td>106.7</td>
<td>124.2</td>
<td></td>
</tr>
<tr>
<td>Non-recurring operating incomes and expenses</td>
<td>-19.9</td>
<td>-24.8</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>86.8</td>
<td>99.4</td>
<td></td>
</tr>
<tr>
<td>Financial result</td>
<td>-15.5</td>
<td>-19.2</td>
<td></td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td>71.2</td>
<td>80.2</td>
<td></td>
</tr>
<tr>
<td>Income tax</td>
<td>-20.8</td>
<td>-22.3</td>
<td></td>
</tr>
<tr>
<td>Result from discontinued operations</td>
<td>-5.9</td>
<td>-9.2</td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>44.6</td>
<td>48.6</td>
<td></td>
</tr>
<tr>
<td>Recurring net profit attributable to the owners of parent</td>
<td>62.4</td>
<td>72.1</td>
<td></td>
</tr>
</tbody>
</table>

(1) In accordance with IFRS 5, income and expenses recorded in 2018 by activities considered as discontinued in 2019 are also reclassified to income from discontinued operations in the income statement for the 2018. In contrast, in accordance with IFRS16, data for 2018 are not restated for the impact of this standard on leases, which came into effect on January 1, 2019. In addition, revenue recognition for direct shipments is modified as it is considered from 2019 that Econocom acts as principal (according to IFRS 15). For comparison purpose, 2018 revenue has been restated accordingly.

(2) Before amortization of intangible assets from acquisitions

**ROP(2) in line with guidance** despite embezzlement in Italy and thanks to the contribution of buoyant geographic zones (France, Spain, Belgium and the UK).

**Positive impact of cost reduction plan** accelerated in H2 2019.
Steady NFD\(^{(1)}\) in 2019

Robust operating cash flow generation:

- **€140 M** of cash flow from operating activities
- **€8 M** WCR inflow thanks to close monitoring
- **€8 M** net inflow on TMF own booked deals

Shareholder return

- **€54 M** in treasury share acquisition and share premium reimbursement

### FCF 2019 = €63 M

<table>
<thead>
<tr>
<th></th>
<th>NFD 31/12/17</th>
<th>NFD 31/12/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>NFD</td>
<td>31/12/18</td>
<td></td>
</tr>
<tr>
<td>Cash flow</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease payments(^{(2)})</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TM&amp;F Investments</td>
<td>106</td>
<td>140</td>
</tr>
<tr>
<td>WCR</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td>Financial expenses &amp; income tax</td>
<td>80</td>
<td>8</td>
</tr>
<tr>
<td>CAPEX</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>M&amp;A(^{(3)})</td>
<td>-41</td>
<td>-21</td>
</tr>
<tr>
<td>Dividend</td>
<td>-31</td>
<td>-6</td>
</tr>
<tr>
<td>Treasury share buybacks</td>
<td>-28</td>
<td>-28</td>
</tr>
<tr>
<td>Others</td>
<td>-16</td>
<td>-26</td>
</tr>
<tr>
<td>FCF 2019</td>
<td>-27</td>
<td>-3</td>
</tr>
</tbody>
</table>

\(^{(1)}\) NFD: Net Financial Debt excluding impact of IFRS\(^{16}\) on leases and rentals for which Econocom is a tenant

\(^{(2)}\) Made by Econocom as a lessee and presented in the Cash-Flow Statement from 2019 as Cash-Flow from Financing activities (according to IFRS\(^{16}\))

\(^{(3)}\) Includes cash proceeds of disposals of assets
Structure of Net Financial Debt\(^{(1)}\)

**In €M**

- **Net Cash**:
  - **Bank debt**: -90
  - **Net Cash**:
    - **OCEANE**: -189
    - **Euro PP**: -102
    - **Schuldschein**: -150
    - **Others**: -4

**Bonds**
- **Others**: -252

**NFD constant vs. 2018:**
- €252 M total of which €238 M related to own booked TMF contracts maturing within 30 months
- Leverage ratio (1.4x EBITDA) and gearing (0.5x)

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\(^{(1)}\) NFD: Net Financial Debt excluding impact of IFRS 16 on leases and rentals for which Econocom is a tenant
## Simplified consolidated balance sheet

<table>
<thead>
<tr>
<th>ASSETS (IN €M)</th>
<th>31/12/2018</th>
<th>31/12/2019⁽¹⁾</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>631</td>
<td>513</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>209</td>
<td>234</td>
</tr>
<tr>
<td>Total assets related to leasing activities</td>
<td>410</td>
<td>404</td>
</tr>
<tr>
<td>Residual interest in leased assets</td>
<td>164</td>
<td>165</td>
</tr>
<tr>
<td>Net receivables from own booked TMF contracts</td>
<td>246</td>
<td>239</td>
</tr>
<tr>
<td>Other trade and other receivables</td>
<td>1,023</td>
<td>855</td>
</tr>
<tr>
<td>Other current assets</td>
<td>129</td>
<td>137</td>
</tr>
<tr>
<td>Assets held for sale</td>
<td>-</td>
<td>201</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,401</strong></td>
<td><strong>2,343</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EQUITY &amp; LIABILITIES (IN €M)</th>
<th>31/12/2018</th>
<th>31/12/2019⁽¹⁾</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td>491</td>
<td>484</td>
</tr>
<tr>
<td>Net Financial Debt</td>
<td>252</td>
<td>252</td>
</tr>
<tr>
<td>Commitments on residual value</td>
<td>98</td>
<td>102</td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td>124</td>
<td>131</td>
</tr>
<tr>
<td>Trade payables</td>
<td>1,104</td>
<td>981</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>332</td>
<td>311</td>
</tr>
<tr>
<td>Liabilities related to assets held for sale</td>
<td>-</td>
<td>83</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,401</strong></td>
<td><strong>2,343</strong></td>
</tr>
</tbody>
</table>

⁽¹⁾ After application of IFRS 5 and IFRS 16
A unique business model
Econocom: a unique business model

Econocom is the only player on the enterprise transformation market that leverages digital solutions delivery through financing capabilities.
The digital solutions builder

**Digital Services & Solutions**, the preferred partner for the digital transformation of companies throughout the entire value chain

**Technology Management Financing**, an effective entry point to take full responsibility of digital projects

**The know-how of Econocom**, 98% of digital business

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**Key drivers**

- **Provide** a strong value proposition to customers with end-to-end responsibility
- **Benefit** from positive market dynamics: a plural demand from customers-partners-integrators
- **Strengthen** our business in all the sectors
The Econocom TOUCH translated for a customer in the energy sector

€60 M of revenue in 2019: +33% growth in 2 years

Contribution of the Econocom Galaxy Players for 80% of the customer's digital transformation

Excellence Delivery on all services provided by the Group, including Satellites and a Global Account Management
05 Outlook
2020 financial objectives

- **Reduce debt**
- **Disposal of non-core businesses**
- **Cost reduction program continued**
2020 on track to generate a new growth cycle

- Finalize the transformation plan
- Enhance human capital development
- Launch new customer-centric offerings
- Restart M&A initiatives
Q&A
Thank you

Contact relations investisseurs et relations actionnaires:
Arthur.rozen@econocom.com

Contact relations presse:
info@capvalue.fr
Tel. +33 1 80 81 50 00
Stock Exchange

Equity table

Market Cap €515 M

- Free float: 52.9%
- Treasury Stocks: 10.7%
- Holding companies held by Mr. Bouchard: 36.4% (2)

Number of shares:
- 245,380,430

Share price(1):
- 2,10€

Listing place:
- Euronext Brussels
- EBR: ECONB
- ISIN: BE0974313455

Stock Indexes:
- Bel Mid and Family Business

[1] as of March 10th 2020
[2] Percentage should increase to 41.8% upon completion of the acquisition by Econocom International BV of more than 5% of Econocom Group SE shares held by Walter Butler