Today’s speakers

JEAN-LOUIS BOUCHARD
Chairman & CEO

Angel BENGUIGUI
Managing Director

Laurent ROUDIL
Managing Director
OUR AGENDA

01  One digital company
02  H1 2020 results and financial position
03  2021 outlook
One digital company, a new claim to express our identity and singularity

Digital general contractor

econocom

equipment | services | financing
2018-20: 3 years of consolidation

- ECS Acquisition (2010)
- Osiatis Acquisition (2013)
- Starting period of new management team (end 2016 / early 2017)

Revenue:
- Impact of disposals:
  - Revenue: ca. €200 M
  - ROP: ca. €20 M
  - Cash: ca. +€200 M

Consolidation period
- Appointment of L. Roudil as GM for Services (early 2018)
- Appointment as CFO of A. Benguigui (April 2019)
- Appointments as Group Managing Directors of A. Benguigui & L. Roudil (March 2020)

- Appointment of L. Roudil as GM for Services (early 2018)
- Appointments as Group Managing Directors of A. Benguigui & L. Roudil (March 2020)
- Appointment as CFO of A. Benguigui (April 2019)
One digital company + Committed teams + Strengthened fundamentals + Supportive market trends
One digital company
Digital general contractor
Equipment | Services | Financing
Digital general contractor

**Clients needs**
- User experience
- Synergies between people & digital
- Funding agility

**Econocom offering**

- **EQUIPMENT**
- **SERVICES**
- **FINANCING**

**Econocom expertise**
- Advisory
- Solutions
- Installation
- Integration
- Managed Services
- Cloud
- Applications
- Recycling

**End-to-end support ability for the implementation of digital projects**

Econocom - 2020 Half Year Results
Our success factors in digital transformation

Wide range of technologies & services

Multi-industry expertise

Long-term partnerships

European presence

Wide range of technologies & services

- Education: 22%
- Manufacturing: 18%
- Services: 18%
- IT: 15%
- Energy: 10%
- Others: 17%

- European presence

- Long-term partnerships

- Multi-industry expertise
The team
at the center of the organization

- **Very experienced** Management Team
- **New talents** to drive sustainable growth
- **Unfailing support provided to our clients** throughout Covid-19 crisis
- **Entrepreneurial mindset**
Case Study #1: large outsourcing project for a global high-tech leader

Goal

Full outsourcing of the Workplace support chain

Governance

End-to-end project support

Innovation

User experience improvement

Key figures

€52 M project

44,000 users

5 year contract
Case Study #2: digital transformation of points of sales of a leading car manufacturer

**Goal**
Transforming and digitalizing dealerships across Europe

**Team**
All countries involved with central coordination

**Innovation**
Installation and maintenance of audiovisual solutions

**Key figures**
- €30 M project
- 15,000 equipment delivered and installed
- 16 countries
H1 2020 results and financial position
**Key highlights**

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
<th>Change vs. H1 2019</th>
<th>Change vs. H1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€1.24 Bn</td>
<td>-12.5% (1)</td>
<td>±12.4% (1)(2)</td>
</tr>
<tr>
<td>ROP</td>
<td>€43.5 M</td>
<td>+12.4% (1)(2)</td>
<td>±12.4% (1)(2)</td>
</tr>
<tr>
<td>Net Result</td>
<td>€22.1 M</td>
<td>4x (1)</td>
<td>±12.4% (1)(2)</td>
</tr>
<tr>
<td>Net financial debt</td>
<td>€303 M</td>
<td>-€102 M (3)</td>
<td>±12.4% (1)(2)</td>
</tr>
</tbody>
</table>

(1) On a like-for-like basis
(2) Before amortization of intangible assets from acquisitions
(3) Excluding impact of IFRS 16 on leases and rentals for which Econocom is a tenant
Continued increase in profitability despite Covid-19 impact

**Revenue**

- **H1 2020**: €1,240 M
- **H1 2019**: €1,417 M

**Recurring operating profit (ROP)**

- **H1 2020**: €43.5 M
- **H1 2019**: €38.7 M

**H1 2020 revenue** impacted by Covid-19 pandemic

ROP up by €4.8 M (+12.4%) vs. H1 2019

Positive effects of cost savings measures started early 2019 and intensified in H1 2020

Driving sharp increase in profitability

---

(1) On a like-for-like basis
(2) Before amortization of intangible assets from acquisitions
Strong foothold and scale in Europe

H1 2020 Revenue (% and €)

- **France**: 53% (€659 M)
- **North America**: 6% (€68 M)
- **North & East Europe**: 8% (€102 M)
- **South Europe**: 18% (€228 M)
- **Benelux**: 15% (€182 M)

Total: €1,240 M

All regions *similarly impacted* by the Covid-19 pandemic
Accelerating on cost savings plan

Clear acceleration of cost savings plan over H1 2020

Well on track with €90 M objective of net savings by 2021

Structural cost savings excluding ad hoc cost initiatives in connection with Covid-19 pandemic

Cumulated net annual cost savings

2021 Net Global Objective$^{(1)}$  €90 M

H1 2020 Period to date Realized  €73 M

(1) Equivalent to €96.5 M gross amount (excluding reinvestment)
Similar decline in revenue between Services (-12.4%) and Products & Solutions (-11.7%)

Sharp increase in Services profitability (5.7%) on the back of cost savings implementation and strategic refocus towards value-added contracts

Continued increase in Products & Solutions profitability (3.6% vs. 3.3%)

**Services / Products & Solutions (DSS): Strong increase in profitability**

**Revenue**(1)

<table>
<thead>
<tr>
<th></th>
<th>H1 2020</th>
<th>H1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>€280 M</td>
<td>€320 M</td>
</tr>
<tr>
<td>Products &amp; Solutions</td>
<td>€481 M</td>
<td>€544 M</td>
</tr>
<tr>
<td>Total</td>
<td>€761 M</td>
<td>€864 M</td>
</tr>
</tbody>
</table>

**Recurring operating profit (ROP)**(1)(2)

<table>
<thead>
<tr>
<th></th>
<th>H1 2020</th>
<th>H1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>€16.2 M</td>
<td>€4.2 M</td>
</tr>
<tr>
<td>Products &amp; Solutions</td>
<td>€17.2 M</td>
<td>€17.9 M</td>
</tr>
<tr>
<td>Total</td>
<td>€33.5 M</td>
<td>€22.1 M</td>
</tr>
</tbody>
</table>

(1) On a like-for-like basis
(2) Before amortization of intangible assets from acquisitions

Econocom - 2020 Half Year Results
Technology Management & Financing: Revenue and ROP hit by Covid-19 crisis

Financing activities generated €479 M in revenue down 13.5% year-on-year

Decrease more significant in Q1 (-16.2%) than in Q2 (-11.7%) with new operations gradually introduced again

Translating into €10.0 M ROP given less variable cost model

Revenue

<table>
<thead>
<tr>
<th></th>
<th>H1 2020</th>
<th>H1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€479 M</td>
<td>€553 M</td>
</tr>
</tbody>
</table>

Recurring operating profit (ROP)

<table>
<thead>
<tr>
<th></th>
<th>H1 2020</th>
<th>H1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROP</td>
<td>€10.0 M</td>
<td>€16.6 M</td>
</tr>
</tbody>
</table>

(1) On a like-for-like basis
(2) Before amortization of intangible assets from acquisitions
Stability of TMF portfolio

Contract portfolio

Overall stability of portfolio at original purchasing price

Residual interest\(^{(1)}\)
- 2.9% of the Original Purchase Price
- >2x covered by remarketing of assets and contract extensions

\(^{(1)}\) Estimated value of assets at the expiry of the lease contract
# Overall increase in ROP and Net profit

<table>
<thead>
<tr>
<th>(In €M)</th>
<th>H1 2020</th>
<th>H1 2019(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,240</td>
<td>1,424</td>
</tr>
<tr>
<td>Recurring operating profit</td>
<td>43.5</td>
<td>41.2</td>
</tr>
<tr>
<td>Recurring operating profit</td>
<td>42.5</td>
<td>40.2</td>
</tr>
<tr>
<td>Non-recurring operating incomes and expenses</td>
<td>-23.7</td>
<td>-13.5</td>
</tr>
<tr>
<td>Operating profit</td>
<td>18.8</td>
<td>26.8</td>
</tr>
<tr>
<td>Financial result</td>
<td>-8.5</td>
<td>-8.9</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>10.3</td>
<td>17.9</td>
</tr>
<tr>
<td>Income tax</td>
<td>-5.6</td>
<td>-7.8</td>
</tr>
<tr>
<td>Net profit from continued operations</td>
<td>4.7</td>
<td>10.1</td>
</tr>
<tr>
<td>Result from discontinued operations</td>
<td>17.4</td>
<td>-4.9</td>
</tr>
<tr>
<td>Net profit</td>
<td>22.1</td>
<td>5.2</td>
</tr>
</tbody>
</table>

(1) Restated
(2) Before amortization of intangible assets from acquisitions

- **Increased in ROP despite decline in revenue**
- **Increase in non-recurring expenses following acceleration in cost program implementation and Covid-19 expenses**
- **Net profit benefited from capital gains of non-core assets disposals**
H1 2020 FCF generation in line with H1 2019

Free cash flow generation in line with H1 2019 level
- FCF structurally negative over H1
- WCR improvement

Free Cash flow over H1 2020

Free Cash flow over H1 2019

(l) Published figures
Solid Free Cash Flow 12 months as of end of H1 2020

FCF 12 months H1 2020= +€78 M

- €140 M of cash flow from operating activities
- €52 M WCR outflow slightly improved
- €110 M net inflow on disposals

(1) NFD: Net Financial Debt excluding impact of IFRS 16 on leases and rentals for which Econocom is a tenant
(2) Includes cash proceeds of disposals of assets and cash disbursements on minority stakes bought in satellites
(3) “Others” includes cash impact of IFRS 5 and IFRS 16
Strong progress on deleveraging path

Net Financial Debt (NFD)\(^{(1)}\)

<table>
<thead>
<tr>
<th>H1 2019</th>
<th>H1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>€405 M</td>
<td>€303 M</td>
</tr>
</tbody>
</table>

\(-€102 M\)

Leverage ratio – NFD to LTM EBITDA

<table>
<thead>
<tr>
<th>H1 2019</th>
<th>H1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5x</td>
<td>1.8x</td>
</tr>
</tbody>
</table>

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

NFD reaching €303 M down €102 M vs. H1 2019

- Benefits from the sale of EBC in H1 2020

Sharp decrease in leverage ratio at H1 2020

- 1.8x 12 LTM EBITDA vs. 2.5x in H1 2019

Ongoing disposals of non-core assets to further accelerate deleveraging path
Solid liquidity position

Ample liquidity of ca. €375 M including planned actions to accelerate deleveraging

No need for state-backed loans

Next bond maturity in November 2021 following partial repayment of Euro PP in June 2020

Bond repayment schedule – H1 2020

Net cash as of H1 2020: Cash on hand €478 M minus short-term debt €307 M (commercial papers and drawn credit lines)
Financial objectives 2020

2020 Revenue growth of -6% or better

2020 ROP slightly better or equal to 2019 ROP\(^{(1)}\)

Implement actions towards zero net debt

---

\(^{(1)}\) On a like-for-like basis
03

2021 outlook
A new era for growth

One digital company + Committed teams + Strengthened fundamentals + Supportive market trends
Products & Solutions
At the center of evolving customer needs

Today
key metrics

Revenue 2019
€1.1 Bn

People
c. 600

#2 in France,
challenger positions
in rest of Europe

2021
focus

Grow
in Germany, Italy,
Benelux and Spain

Strengthen
positions in France

Econocom - 2020 Half Year Results
Focus: acquisition of Switch B2B assets in Belgium

1st Apple Premium Reseller in Belgium

Strengthen Econocom leadership as an Apple Authorized Enterprise Reseller ("AAER")

New Apple certification to develop premium services and support levels for Education clients

Key highlights

€25 M revenue in 2019

Group dynamics in Education
Services
Focus on higher value-adding offerings

Today
key metrics

Revenue 2019
€0.7 Bn

People
c. 7,800

Top 10 France

2021
focus

Mutualize
outsourcing model between France, Belgium and Spain

Synergies
with satellites
Services in France
Strong increase in results and profitability over the last 3 years

ROP improvement

Margin improvement

x 2.5
vs. 2017

x 2.5
from 2.5% to 6.5%
vs. 2017
Technology Management & Financing
A growing market in the next years

**Today**
**key metrics**

Revenue 2019

€1.1 Bn

People

ca. 650

Leading position in France

scale and foothold in major European countries

**2021**
**focus**

Recruit

new salespeople

Growth actions

all over Europe

Target

external developments in Germany

Econocom - 2020 Half Year Results
Solid and experienced TMF Management team

Samira Draoua
Paris

Chantal De Vrieze
Brussels

Frances Weston
London

Emiliano Veronesi
Milano

Carlos Perez-Herce
Madrid

Christoph Bläser
Frankfurt
Financial objectives 2021

2021 Revenue growth between +5% and +10%

Implementation of new 3-year strategic plan to be presented in February 2021
Q&A
Appendices
Stock Exchange

Equity table

**Market Cap**: €530 M

- **Free float**: 57.9%
- **Holding companies held by Mr. Bouchard**: 40.6%
- **Treasury Stocks**: 1.5%

**Number of shares**: 220,880,430

**Share price as of September 8th, 2020**: 2.4€

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

**Stock Indexes**:
- Bel Mid and Family Business

---

(I) as of July 31st, 2020
Divisional breakdown overview

Revenue\(^{(1)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Equipment</th>
<th>Services</th>
<th>Financing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€1,131 M</td>
<td>€671 M</td>
<td>€1,124 M</td>
<td>€2,927 M</td>
</tr>
<tr>
<td>2018</td>
<td>€1,026 M</td>
<td>€652 M</td>
<td>€1,249 M</td>
<td>€2,927 M</td>
</tr>
</tbody>
</table>

Recurring operating profit (ROP)\(^{(1),(2)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Equipment</th>
<th>Services</th>
<th>Financing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>€46.9 M</td>
<td>€35.4 M</td>
<td>€43.9 M</td>
<td>€126.2 M</td>
</tr>
<tr>
<td>2018</td>
<td>€38.7 M</td>
<td>€19.9 M</td>
<td>€52.3 M</td>
<td>€110.9 M</td>
</tr>
</tbody>
</table>

\(^{(1)}\) On a like-for-like basis  
\(^{(2)}\) Before amortization of intangible assets from acquisitions
H1 2020 Revenue and ROP bridges

In €M

Revenue

<table>
<thead>
<tr>
<th></th>
<th>H1 2019 Published</th>
<th>IFRS 5 impact</th>
<th>IFRS 15 impact</th>
<th>H1 2019 Restated</th>
<th>Rayonnance disposal</th>
<th>Exchange Rates</th>
<th>H1 2019 Like-for-Like</th>
<th>H1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,238</td>
<td>-6</td>
<td>192</td>
<td>1,424</td>
<td>-8</td>
<td>1</td>
<td>1,417</td>
<td>1,240</td>
</tr>
</tbody>
</table>

ROP

<table>
<thead>
<tr>
<th></th>
<th>H1 2019 Published</th>
<th>IFRS 5 impact</th>
<th>IFRS 15 impact</th>
<th>H1 2019 Restated</th>
<th>Rayonnance disposal</th>
<th>Exchange Rates</th>
<th>H1 2019 Like-for-Like</th>
<th>H1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROP</td>
<td>40.2</td>
<td>1.2</td>
<td>-</td>
<td>41.4</td>
<td>-2.6</td>
<td>-0.1</td>
<td>38.7</td>
<td>43.5</td>
</tr>
</tbody>
</table>
## Simplified consolidated balance sheet

<table>
<thead>
<tr>
<th>ASSETS (IN €M)</th>
<th>30/06/2020</th>
<th>31/12/2019(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>509</td>
<td>513</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>219</td>
<td>234</td>
</tr>
<tr>
<td><strong>Assets related to leasing activities</strong></td>
<td>459</td>
<td>404</td>
</tr>
<tr>
<td>Residual interest in leased assets</td>
<td>177</td>
<td>165</td>
</tr>
<tr>
<td>Net receivables from own booked TMF contracts</td>
<td>282</td>
<td>239</td>
</tr>
<tr>
<td>Other trade and other receivables</td>
<td>731</td>
<td>855</td>
</tr>
<tr>
<td>Other current assets</td>
<td>167</td>
<td>137</td>
</tr>
<tr>
<td>Assets held for sale</td>
<td>114</td>
<td>201</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,198</strong></td>
<td><strong>2,343</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EQUITY &amp; LIABILITIES (IN €M)</th>
<th>30/06/2020</th>
<th>31/12/2019(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td>498</td>
<td>484</td>
</tr>
<tr>
<td>Net Financial Debt</td>
<td>303</td>
<td>252</td>
</tr>
<tr>
<td>Commitments on residual value</td>
<td>105</td>
<td>102</td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td>146</td>
<td>131</td>
</tr>
<tr>
<td>Trade payables</td>
<td>866</td>
<td>981</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>233</td>
<td>311</td>
</tr>
<tr>
<td>Liabilities related to assets held for sale</td>
<td>47</td>
<td>83</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,198</strong></td>
<td><strong>2,343</strong></td>
</tr>
</tbody>
</table>

(1) After application of IFRS 5 and IFRS 16
Net Financial Debt\(^{(1)}\) overview

In €M

- **Cash on hand**: 478
- **Short term debt**: -307
- **OCEANE**: -191
- **Euro PP**: -55
- **Schuldschein**: -150
- **Others**: -78
- **NFD**: -303

**NFD at €303 M at H1 2020**

- of which €282 M related to own booked TMF contracts maturing within 30 months

---

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

Contact relations investisseurs et relations actionnaires :

etienne.jacquet@econocom.com

Contact relations presse :

anne-marie.crauero@econocom.com

Contact agence :

Contact agence: info@capvalue.fr
Tel. +33 1 80 81 50 00
Thank you