information meeting 17 June 2015
the group's growth strategy
the econocom galaxy
the econocom galaxy

digital dimension

bizmatica

e-santé

digital security

alter way

b612

clesys

helis

interadapt
Econocom: a digital planet digital with a strong appeal which respects the unique characteristics of its satellites in order to promote:

- creativity
- growth
- fast adaptation
- drawing the best talents
High-priority areas

- The security market
- Producing web and mobile apps
- Cloud platforms
- High-level infrastructures and IT consulting
- eHealth

Two separate security satellites created:

- Infrastructure and network consulting, audits and security
- A CERT for IoT and digitalised business process security
Key geographical areas

- Benelux
- Spain
- France
- Italy
Investments H1 2015

**4 Econocom transactions**

- €37 M revenue
- 7% operational profitability
- 250 employees

**2 Digital Dimension transactions**

- €20 M revenue
- 6% operational profitability
- 120 employees

*2014 figures*
Estimated pro forma results of the satellites at end 2015 (taking into account transactions planned in H2 2015)

~ €200  M pro forma revenue

~ €15   M pro forma recurring operating profit

~1,400 employees
the econocom galaxy

security
- digital security (clesys + b612)

web & mobile applications
- alter way
- bizmatica

digital solutions
- digital dimension
- eHealth

transformation consulting
- interadapt
- helis
Investments H1 2015

**helis**
Chairman & Founder: Xavier de La Chapelle

CRITICAL INFRASTRUCTURE CONSULTING

- Created in 2005
- 2014 revenue: + €8 M
- 50 consultants
- Econocom’s stake: 45%

**clesys**
Chairman & Founder: Vincent Crolard

SYSTEM AND NETWORK ARCHITECTURE SECURITY

- Created in 2005
- 2014 revenue: €6 M
- 55 engineers
- Econocom’s stake: 100%
Investments H1 2015

alter way

Co-chairs and founders:
Véronique Torner and Philippe Montarges

OPEN SOURCE SERVICES PROVIDERS

- Created in 1999
- 2014 revenue: €11 M
- 120 employees
- Econocom's stake: 66%
Investments H1 2015

bizmatica

Chairman: Andrea Piol

BUSINESS WEB & MOBILE APPLICATIONS

- Created in 2000
- 2014 revenue: €12 M
- 80 employees
- Econocom's stake: 70%
Investments H1 2015

digital security

Managing Director: Cédric Messeguer

IoT CYBER-SECURITY

- Created in June 2015
- Europe’s 1st dedicated IoT CERT
- Econocom's stake: 55%
the econocom galaxy

Ongoing initiatives

eHealth

IT and infrastructures security
focus

Digital Dimension
digital dimension

Chairman: Georges Croix

THE MARKETPLACE FOR DIGITAL SOLUTIONS

• Created in 2014
• 2015 pro forma revenue: €72 M
• 300 employees
• Econocom's stake: 50.1% / Georges Croix’ stake: 49.9 %
• 7 acquisitions made as of June 2015
Focus on digital dimension

Four main service areas

- **Mobility**
  - dms
  - rayonnance
  - norcod

- **Hosting**
  - For critical apps/cloud infrastructure

- **Business applications**
  - tem
  - aragon-erh

- **Market Place**
Focus on digital dimension

Revenue target for end 2016: €120 M

The Netherlands
Scandinavia
Germany
Italy
Belgium

France €70 M
Spain €20 M
Other countries €30 M
Focus on digital dimension

Organisation
mutation plan progress and outlook
mutation plan

2013/2014

positive results which confirm our targets
2013-2014: positive results which confirm our targets

Growth in consolidated revenue

Pro forma stages

2012: €1.54 Bn
2013: €1.77 Bn
2014: €2.1 Bn
2015: €2.3 Bn
2016: €2.6 Bn
2017: €3.0 Bn
2013-2014: positive results which confirm our targets

Growth in recurring operating profit

Pro forma stages

- €74 M (2012)
- €89 M (2013)
- €95 M (2014)
- €110 M (2015)
- €125 M (2016)
- €150 M (2017)
Growth drivers underway

**Digital**

Revenue between 2012 and 2014 $x2$

€236 digital revenue in 2014

2013-2014: positive results which confirm our targets
2013-2014: positive results which confirm our targets

Growth drivers underway

Acquisitions

8 acquisitions 2013/2014

+€415 M revenue acquired

+5,180 employees
2013-2014: positive results which confirm our targets

Growth drivers underway

International expansion

New countries

€38 M 2014 revenue
Americas

Growth in Services in Spain

Workforce between 2012 & 2014

X3 575 employees
2013-2014: positive results which confirm our targets

Growth drivers underway

Multi-business line solutions

€214 M 2014 revenue

revenue between 2012 and 2014 x1.5
mutation plan

2015 / 2017
on course for achieving our ambitions
2015-2017: on course for achieving our ambitions

01. Our changing businesses

02. Revenue growth dynamic

03. Drivers for boosting recurring operating profit
New opportunities created by the market change

- B2B2C
- New decision-makers
- Change in uses
- New devices

Building new solutions to address our clients’ new challenges

- with a business approach
- with a dedicated ecosystem
A differentiating offering to address our clients’ new business needs

- Offer solutions for new useful lives due to technological obsolescence
- Develop pay-per-use and as-a-service solutions
- Continue to diversify into new devices
- Adapt our funding sources to address these new challenges
- Offer responsible solutions that contribute to organisations’ overall performance and competitiveness
A leading-edge technology offering for our clients

- To guarantee our ability to source new technological devices for our clients drawing on the solutions offered by the group’s other business lines
- Help expand the group’s multi-business model by opening up in new countries
SERVICES
From a structured, simple IT system to a complex, multi-source one

- Workstations
- New technologies
- New uses
- Increasing involvement from the business lines
- New as a Service model
SERVICES

Transformation

Running a structured IT system

Infrastructure outsourcing

Running a multi-source, complex IT system

Multi-expertise

Developing our service centres and expertise to manage the complexity of IT systems and the advent of new uses. Implementation of private cloud and the hybridisation of infrastructures.
2015-2017: Our changing businesses

SERVICES

Legal requirements

perimeter security

security

overall security

Restrictions of the technological environment
Proliferation of connected devices

We operate across the complete cybersecurity value chain (consulting, integration and operation of solutions)
2015-2017: Our changing businesses

 SERVICES

New uses

Data
Voice
Video

network and related solutions

Volumes

Unified Communications
Enterprise social networks
Digitalised buildings

Engineering, assistance in implementing innovative, holistic solutions
2015-2017: Our changing businesses

SERVICES

Involvement from the business lines

Technical approach

Application solutions

Agile/UX design methods
Analytics
Operability and security

Proliferation (devices, data)

Focus our developments on business lines and users
Leverage our outsourcing and security expertise
digit-all

da disruptive offering combining the power of our three business lines to fulfil the promises of digital
2015-2017: Our changing businesses

**digit-all**

### End-to-end project management

Simplified projects with single, end-to-end governance of the project with centralised access to the digital ecosystem

### A tailored economic model

A monthly fee to control transformation costs

### Flexible contracts

A single, flexible service contract in line with the client’s business (“stop & go”, possibility to change services, etc.)

### Expertise in key issues of the digital transformation

Experts from Econocom or the “Econocom satellites”, for the issues associated with digital: applications, security, cloud, integration, networks, etc.

### One word: agility

A modular offering whereby companies can choose to either manage a project end-to-end or deploy an application POC
2015-2017: on course for achieving our ambitions

- Our changing businesses
- Revenue growth dynamic
- Drivers for boosting recurring operating profit
2015-2017: revenue growth dynamic

Breakdown of growth in revenue in 2015-2017

- January 2015

- End of mutation plan

- Acquisitions

- Organic

- Beginning of mutation plan

- 2013 / 2014

- 2015 / 2017

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Sustained organic growth

- Develop new core business offerings
- Recognised expertise and enhanced reputation in digital
- Strong organic growth of acquired companies:
  - Stand-alone
  - Reputation and profile boosted by joining Econocom Group
- Investments to step up growth:
  - Sales force recruitment drive (>10% in 2015)
  - Investment in EDFL (€40 M growth in 2015)
Targeted acquisitions in high-potential markets

- Consolidating our position in digital
- Growth dynamic of the satellites
- Business synergies with traditional business lines

An estimated investment of €150/200 M

Financed by:

- Strong cash flow generation
- Diverse financing sources:
  - Private placement (€101M)
  - Convertible bonds (€175 M)
  - Credit lines (≥ €300 M)
Expansion in targeted areas

- Business model rolled out in our key areas in Europe
- Serve our European clients in North America, Mexico and Brazil
2015-2017: on course for achieving our ambitions

01 Our changing businesses

02 Revenue growth dynamic

03 Drivers for boosting recurring operating profit
High added-value digital solutions

Profitable, synergetic acquisitions

Improved services margins

- Strengthened our position in growth markets
- Expansion of Digital Dimension: 2016 recurring operating profit target > 10% confirmed
- Successful integration of Econocom-Osiatis
mutation
plan

2015 / 2017

a trajectory driven by solid foundations
2015-2017: a trajectory driven by solid foundations

A leader in markets with high growth potential

Technological expertise and financial innovation for a unique offering

Attractiveness increased by the group’s new size and image in the Services industry

Solid financial structure, a balanced risk profile and strong cash flow generation

A leading shareholder with a long-term vision

An attractive shareholder return policy.

Joined the Euronext Tech40 in May 2015

New status as a Societas Europaea in 2016